

USAID/PANAMA

RESULTS REVIEW AND RESOURCE REQUEST (R4)

APRIL, 2001

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Dear Mike:

I am pleased to transmit USAID/Panama's Results Review and Resources Request for (R4) Fiscal Years 2001-2003. This past year has seen the Mission working hard in implementing its Panama Canal Watershed (PCW) Strategic Objective, and in getting its Administration of Justice Special Objective up and running. That work has produced concrete and positive results in both instances.

The PCW SO has achieved significant progress, as discussed in the R4. Working relationships and productivity have improved once again over the previous year, with both the Panama Canal Authority (PCA) and the National Environment Authority (ANAM). Perhaps even more noteworthy has been our work with municipalities and other communities in the Watershed. Our work with those institutions has elicited a tremendous response in terms of enthusiasm, work, and change in attitudes toward the Watershed and environment in general. Our work with Civil Society in the Watershed got off to a slow start this past year, not because of lack of interest in local NGOs but because of procurement issues. We have finally gotten out of that thicket, though, and we are on the road with that final element of the SO. Taken on balance, then, we are rating this SO as "Meeting Expectations".

After many months of planning, we got our Administration of Justice Special Objective started and signed up the Objective right at the end of Fiscal Year 2000. The relatively late start of the SpO notwithstanding, we have gotten off to a good start with respect to the three AID-managed Intermediate Results elements under the Objective. The fourth element pertaining to police training has gone nowhere, as you may know. This was partly as a result of slowness on the part of ICITAP to engage the Mission on the program, and partly as a result of the failure of State/WHA to apportion funds to Panama as envisioned under the 632(b) interagency agreement between USAID, State, and ICITAP. I hope that State will finally come across with funding for police training and that the fourth element of the AOJ SpO will begin to move later on this year. Taken on balance, though, and looking at the good progress made under the first three elements of the program, we are qualifying the SpO as "Meeting Expectations".

In terms of overall progress of the Panama program, one of the best indicators of gathering momentum, particularly under the SO, is our declining pipeline. Section C., Pipeline, of our Resource Request lays out in detail what has been, simply put, a spectacular year. We cut our pipeline in half and increased expenditures in 2000 by 93% over 1999. As I say, the momentum on the program is there. Ironically, just at the moment when disbursement rates are the best they have been in years, we are informed that our Development Assistance funding for FY 2001 is being cut by about \$800,000 (we have no fixed figure as this is written), or just under 20% of our OYB. The way our pipeline is declining, we do not have a lot of budgetary "fat" to use in compensating for this cut. We are planning to live on short rations, as it were, for the rest of the year, but I do think we will be able to maintain our hard-earned implementation momentum over that time. I can only hope that DA levels will rebound to planned levels (for us, \$4.5 million) in FY 2002. Otherwise, program progress here may begin to be adversely effected in that year.

USAID/Panama worked closely with LAC during the year to effect Operating Expense savings via cost reductions in both personnel and non-personnel areas. The resultant reduction in personnel being effected this current FY will result in savings to the Agency. At the same time, cognizant of the human cost of all of this, we have hired counselors to work closely with departing employees to ensure, as best we can, that they do have decent outplacement prospects, and that they are as qualified as we can make them, to take on new careers after USAID. My sense is that, the trauma of the process notwithstanding, morale is good, and that all employees appreciate the fact that Mission management is doing its best to support them.

Finally, with respect to funding, and literally as we are putting the final touches on the R4, LAC has informed us that we're to receive \$3.0 million in ESF funding for FY's 2002 and 2003 under the upcoming Andean Regional Initiative. We have developed initial concepts for use of ESF funding in FY 2002 in consultation with the Embassy and will develop those concepts further, as well as plan for the use of FY 2003 funds, once we have gotten the green light on those concepts.

In closing, I want to note that in last year's R4 transmittal letter, I had speculated that crime and corruption would be up. Reading Embassy and media reports, as well as separate analyses, it appears that trends are in fact deteriorating (i.e., crime and corruption are up) and expectations are for continuation of those downward trends. To be clear, these trends have not reached anything approaching those apparent elsewhere. Knowing Colombia well, and having just returned from an initial visit to Ecuador, I will tell you that the current situation regarding crime and corruption is nowhere nearly as bad here as it is in those two countries. However, there is a growing sense among Panamanians that crime and corruption are up, and that the future portends more of the same. This is a worrisome trend, and it is something that merits more attention and resources, in my opinion.

The United States is paying a heavy price in both Colombia and Ecuador as it seeks to help maintain stability in those countries. I submit that, that price might have been lower had we acted sooner and worked earlier with those countries in an intensive manner on issues pertaining to crime, corruption, political empowerment, and conflict resolution. We are still in the "sooner" phase, if you will, here in Panama. We still have opportunities to strengthen democratic institutions, address corruption and nurture the belief in Panamanians that their government can serve them in an honest and effective manner. In short, we still have that chance to strengthen the ability of Panamanian government and society to fight crime, corruption, and maintain the peace. It is precisely for these reasons that I strongly recommend that AID/W consider allocating additional resources to Panama now, particularly in the area of Democracy and Governance, and specifically with respect to administration of justice, local government strengthening, anti-corruption measures, and strengthening of civil society. The old saying goes, "An ounce of prevention is worth a pound of cure". We are still in a position to buy by the ounce in Panamá; I recommend that we come up with the resources to do it.

Sincerely,

Lars Klassen
Director

Enclosure: As stated

USAID/PANAMA

R4 ACRONYMS

2001 - 2003

ADR	Alternative Dispute Resolution
ANAM	National Environment Authority
AOJ	Administration of Justice
ARI	Inter-Oceanic Regional Authority
CBO	Community-Based Organization
CICA	International Center for Environmental Training
CICH	Inter-Institutional Commission for the Canal Watershed
CY	Calendar Year
DA	Development Assistance
EPIQ	Environmental Policy and Institutional Strengthening Indefinite Quantity Contract
ESF	Economic Support Funds
EU	European Union
EXO	Executive Office
FIDECO	Ecological Trust Fund
FSN	Foreign Service National
FUNDEMUN	Foundation for Municipal Development
FUPASA	Panamanian Foundation for Environmental Services
FY	Fiscal Year
GCC	Global Climate Change
GEMAS	Education and Environment Sustainable Management Group
GHG	Greenhouse Gas
GOP	Government of Panama
GreenCom	Environmental Education and Communication Project
IBRD	International Bank of Reconstruction and Development
ICITAP	International Criminal Investigative Training Assistance Program
IDB	Inter-American Development Bank
IEE	Initial Environmental Examination
IOR	Interoceanic Region
IPCC	Inter-governmental Panel on Climate Change
IQC	Indefinite Quantity Contract
IR	Intermediate Results
IRG	International Resources Group
ISWM	Integrated Solid Waste Management
Mgt.	Management
MIDA	Ministry of Agriculture
MIF	Multilateral Investment Fund
MIVI	Ministry of Housing

MPP	Mission Performance Plan
MSI	Management Systems International
NATURA	Foundation for the Conservation of Natural Resources
NEAP	National Environmental Action Plan
NGO	Non-Governmental Organization
OAS	Organization of American States
OE	Operating Expenses
PanCI	Panama Climate Initiative
PCA	Panama Canal Authority
PCW	Panama Canal Watershed
PMCC	Panama Canal Watershed Monitoring Program
PROARCA	Regional Environmental Project for Central America
PSC	Personal Services Contract
PTC	Permanent Technical Committee
SMG	Senior Management Group
SO	Strategic Objective
SONDEAR	National Society for Business and Rural Areas Development
SpO	Special Objective
STRI	Smithsonian Tropical Research Institute
TA	Technical Assistance
TCN	Third Country National
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
US	United States
USAID/G/CAP	U.S. Agency for International Development/Global/Central America and Panama
USAID/G/ENV	U.S. Agency for International Development/Global/Environment
USAID	U.S. Agency for International Development
USAID/W	U.S. Agency for International Development/Washington
USDH	U.S. Direct Hire
WB	World Bank

I. OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

A. Summary of Implementation Progress

The current Strategic Plan was approved in FY 2000 and consists of a Strategic Objective (SO), Panama Sustainably Manages the Canal Watershed and Buffer Areas, and a Special Objective (SpO), Momentum Toward Fairer and Faster Justice Established in Panama. The SO was approved on January 14, 2000, while approval of the SpO was deferred until June 5, 2000.

On balance, overall progress toward achievement of the SO during the reporting period met expectations. The implementation of actions to strengthen the institutional capacity of the Government of Panama (GOP) institutions involved in the Panama Canal Watershed (PCW), and the increased participation of local authorities and the private sector in addressing environmental issues in the PCW, amply exceeded expectations. Activities designed to strengthen the technical and administrative capacity of a critical mass of non-governmental organizations (NGOs) addressing problems in the PCW were delayed due to procurement problems, but the problems have now been resolved and the activity is underway.

Given the deferred approval of the SpO, activities during the limited time available in the reporting period focussed on pre-implementation requirements in the main. Assessments were conducted to establish baseline data and procurement actions, including a buy-in to an indefinite quantity contract (IQC), were implemented.

B. Most Significant Program Achievements

The achievement of full operational capacity of the GOP's Inter-Institutional Commission (CICH)¹ for the PCW is the most significant achievement of the USAID/Panama program during the reporting period. The recent appointment of a permanent executive director has enabled this entity to get off to a running start. This individual is an able administrator with extensive experience in environmental issues. He and the Board of Directors have taken decisive initial steps to ensure the self-sustaining viability of the institution and to put in place the required mechanism for coordinating environmentally sound actions in the PCW.

As a result of USAID-sponsored training, there has been a growing interest in establishing co-management arrangements for the parks and protected areas in the PCW, at the decision making level, while the public at large has gained more access to environmental education and awareness through these training activities.

Another significant achievement is the GOP integration of the environmental monitoring program, sponsored by USAID/Smithsonian Tropical Research Institute (STRI), into its institutional and administrative framework. This program continuously monitors the health of the canal watershed; its soil erosion, water quality and quantity; and its biodiversity and demographic dynamics. A data center, which will be a depository for these and other relevant data, will be fed by a network of institutions that will share the information. This data center will

¹ From its acronym in Spanish

be managed by the CICH and will lay the ground work for developing mechanisms to predict the impact of activities in the PCW.

The active participation of local government and community authorities in policy decisions is another significant achievement during the reporting period. This participation was demonstrated through the development and implementation of environmental plans, the implementation of environmentally sound activities, as evidenced by solid waste management efforts, and by the clean production initiatives initiated by private industries in the PCW.

Finally, a highly successful media campaign sponsored by USAID, with the assistance of the Environmental Education and Communication Project (GreenCom), featured television, radio and the print media and contributed to heightening Panamanian awareness of the benefits of and threats to the PCW.

The establishment of the "Alianza Ciudadana Pro Justicia," (The Citizen's Alliance for Justice) a coalition of six prominent Panamanian NGOs and the implementation of their first National Conference on Justice Reform was the major achievement under the SpO.

C. Country Factors That Have Most Influenced Progress

It has now been more than a year since the transition of the Panama Canal and the closing of U.S. military bases. Additionally, over a year has passed since the inauguration of the Moscoso government. While the transition itself went well, the "morning after" for Panama has proved to be tougher. Economic growth in 2000 was 2.7 percent, down from 3.0 percent in 1999. Prospects for growth in 2001 are even poorer. Unemployment is up to 15.5 percent in urban areas. This is the third highest rate in the hemisphere, after Colombia and Jamaica, and over half of Panama's population lives in urban areas. The World Bank reports that 37 percent of the population lives in poverty or extreme poverty (this last category defined as not earning enough money to buy sufficient food each day).

About 500,000 of the 2.8 million Panamanians counted in the last census suffer from malnutrition, including significant numbers of children. Frequent media reports, commentaries and conversations with law enforcement officials indicate that street crime has increased considerably, although no hard CY 2000 statistics are available yet that conclusively support this. Similarly, the feeling in the business community is that bankruptcies are up, but since no public records are kept, there is no way to corroborate this.

Finally, the GOP fired between 15,000 and 18,000 employees in order to make jobs for the party in power. While the net effect on total unemployment in the country would be negligible, bringing in thousands of new people on political sinecures who have little or no experience in the jobs has only made an already inefficient government's service and performance worse. In tandem with these developments, published reports of corruption have increased noticeably, and public confidence in the GOP's performance and character have dropped, as reported in opinion polls.

The Panama Canal Authority's (PCA) civil service culture inherited from the US administration of the Canal provided insulation from most political pressures. On the other hand, the transition to full Panamanian management of the Canal meant that this leadership was initially reticent to accept US experts until it was clear that the new leadership was in charge. US-inherited civil service rules are transparent but did not speed hiring of the new staff needed to take on the PCA's new environmental responsibilities. The start-up, albeit delayed, of the Inter-Institutional Commission for the Canal Watershed proved to be a significant factor in terms of achieving institutionalization of the monitoring effort. Namely, the start-up brought about leadership for GOP incorporation of monitoring objectives and personnel and the National Environment Authority's administrator focused his employees' efforts on implementing monitoring activities.

While USAID's primary counterparts may not have felt extreme pressure from the turnover of staff for political reasons, the overall political environment in 2000 was not favorable to the establishment of a vision or achievement of long-term objectives. Nonetheless, the response of the Government of Panama was overwhelmingly supportive of USAID support for both the environment and administration of justice, including USAID work with non-governmental organizations and municipalities. Municipalities and citizens responded eagerly to USAID programs designed to help them define and solve the problems they saw around them. USAID was successful in continuing to attract other donors to work in the Panama Canal Watershed and enjoyed good working relations with them.

D. Overall Prospects for Progress through the Budget Request Year

The USAID/Panama program is small and narrowly focussed. SO activities are carefully designed to involve, to the greatest extent possible, our key stakeholders, i.e., government officials and staff, local authorities and community leaders, civil society and the private sector in an integrated effort to address critical environmental issues in the PCW with significant leveraging of our limited resources. The same is true for activities designed to achieve the SpO. As mentioned above, we have experienced growing interest, acceptance and collaboration from Panamanian partners in all quarters. We have every reason to believe that this trend will continue through the request year, and this bodes well for the program. An FY 01 budget cut of 18 percent in the approved budget of the SO has cast doubt on the achievement of all originally approved results. The potential construction of dams and retaining reservoirs in the expanded western portion of the watershed has caused considerable public outcry from the residents. Both communities and NGOs have begun to rally to the cause of representing the residents in their objections. If this level of controversy continues, it may affect progress in our program to strengthen civil society for protection of the PCW by diverting attention from the intended program focus on watershed management issues in the traditional watershed. The prospects for continued good progress through the budget request year are contingent on the receipt of the planned level of financial resources on a timely basis. Short falls in this level will force cut backs that will be detrimental to the program and the achievement of positive results.

E. Relationships to US Policy Interests and the Mission Performance Plan

The USAID/Panama program supports US national interests in global issues as related to the environment as well as democracy and human rights. It also strongly supports the Embassy's Mission Performance Plan (MPP). Implementation activities of the SO support the MPP's goal in environment. The SpO is supportive of the MPP's goal for democracy. The SpO also responds to the MPP's goal in international crime, which seeks to increase the capabilities of Panama's law enforcement and judicial agencies.

II. RESULTS REVIEW – PROGRESS TOWARDS OBJECTIVES

A. Operating Unit:	USAID/Panama
SO Name:	Panama Sustainably Manages the Canal Watershed and Buffer Areas
SO ID Number:	525-004-01
Self-Assessment:	Meeting Expectations

Summary:

Primary Link to Agency Strategic Framework

5.5 Sustainable Management of Natural Resources Increased (80%)

Secondary Links to Agency Strategic Framework

5.1 Threat of Global Climate Change Reduced (5%)

5.2 Biological Diversity Conserved (15%)

Link to US National Interests

Global Issues: Environment, Population, Health

Link to MPP Goals

Environment

This SO supports the Agency's goal related to the protection of the world's environment, as well as the Embassy MPP goal to promote the sustainable management and protection of Panama's most important natural resource, the Panama Canal Watershed (PCW). The SO's purpose is to assist Panama to effectively assume responsibility for the management and protection of the PCW and to serve US interest in the efficient operation of the canal in a sustainable manner. Currently the health of the PCW is threatened by increasing population pressures that exacerbate its degradation. Changes in land use are resulting in water contamination, deforestation, soil erosion and sedimentation, and increased damages to biodiversity in the area. It is in the US interest to assist Panama to arrest the continuation of these trends. Four key intermediate results are necessary to achieve this objective: IR-1 Institutional Arrangement for Effective Management Functioning; IR-2 Natural Resources in the PCW and Buffer Areas are Managed Effectively; IR-3 Civil Society Organizations Supporting Sustainable Management of PCW; and IR-4 Local Government and Private Sector Capacity for Environmental Management in the PCW and Buffer Areas Increased. Achievement of this SO will directly benefit the PCW ecosystem, the 143,000 residents living in the PCW, the urban populations of Panama City and Colon, the industrial sector which depends on fresh water for industrial uses, and the operators and users of the canal. The indirect beneficiaries will be the 1.4 million people located near the canal, the population of Panama as a whole and the global economy.

Self-Assessment Statement

The most significant advances during the past year were: 1) those activities related to the institutional strengthening of the Inter-Institutional Commission (CICH) for the PCW; 2) the incorporation of portions of the environmental monitoring program of the PCW into the institutional framework of the GOP; and 3) the augmentation of local government capacity for environmental management. In each of these activities, planned achievements were met or exceeded. Expectations were also met relative to activities implemented to improve the management of natural resources in the protected areas located in the PCW and buffer areas.

Activities related to the strengthening of NGO's in the PCW did not meet expectations due to delays in the procurement of an institution to provide adequate technical and training support. On balance, the assessment is that overall expectations have been met.

Key Results

- The GOP's Inter-Institutional Commission for the PCW is operational and has taken initial steps to ensure its viability and the coordinated actions of GOP entities in the PCW.
- The USAID-sponsored environmental monitoring program of the health of the PCW has been partially institutionalized by the GOP.
- Infrastructure in the protected areas in the PCW has been completed and essential equipment provided. A training program for journalists has been implemented. This training focused on environmental issues affecting the PCW.
- Five "Visitor Guides" of the PCW protected areas, a map of "Protected Areas in the PCW," and a map of the "National System of Protected Areas" have been produced. Approximately 10,000 units of each have been printed.
- A Sign Plan for Soberania National Park was completed and consists of sign needs and design, as well as placement recommendations geared to address visitor needs.
- The first Central America conference on co-management in conjunction with PROARCA and ANAM was implemented.
- A highly successful mass media campaign, featuring television, radio and the print media, contributed to heightening the awareness of the Panamanian public of the benefits and critical issues related to the PCW.
- Three targeted municipalities and four communities have developed environmental plans and have begun to implement them.
- The GOP has established an inter-institutional commission for clean production that is formulating norms and standards for polluting industries located in the PCW.

Performance and Prospects

During the reporting period, significant progress was made toward the establishment of an operational system and structure to coordinate the public and private sectors in the PCW. This system is creating the foundation for institutional sustainability and the assurance of active participation of both local governments and the private sector in policy decisions and effective management of natural resources in the PCW.

Institutional strengthening actions taken during the period include, but are not limited to, the following: 1) the development and implementation of a comprehensive action plan for the CICH which stresses the adoption of inter-agency agreements with key public players in the PCW as a means of ensuring effective coordination; 2) the development of financing planning capabilities for the CICH; 3) initial actions toward the development of a five-year urban environmental infrastructure plan for the PCW; 4) the development of clear policy guidelines and regulations related to clean production in the PCW; and the coalescing of a network of institutions to conduct environmental monitoring and develop mechanisms to predict impact of activities in the PCW. The monitoring program sponsored by USAID has been largely incorporated into the institutional framework of the GOP. All of these activities are currently being implemented and will contribute significantly to the sustainability of efforts in the PCW.

The NGO Strengthening Program was kicked off with a standing-room-only ceremony, indicating the enthusiasm already garnered for what will be the most focused and sustained effort to date to engage civil society in the management of the Panama Canal Watershed. Through a Cooperative Agreement with a strong local consortium, USAID will be supporting the internal strengthening of an elite set of NGOs to play a significant role in PCW management.

In addition, progress has been made in increasing local government capacity for environmental management. Three municipalities have developed and are implementing local environmental plans. Ongoing financial planning work is identifying additional revenues for the municipalities that will allow them to improve environmental management. Similarly, in five communities along the transisthmian corridor, local authorities have been mobilized to address solid waste issues. Raised environmental awareness, resulting from a successful media campaign sponsored by USAID, is creating the political will for environmental action by local governments and has raised the demand for environmentally sound projects.

USAID/Panama has also made progress in engaging the private sector in environmental management through efforts to promote clean production and environmentally sound management systems. During the reporting period, 13 facilities in six industries have conducted in-plant audits to identify cleaner production processes. The GOP has issued a decree on cleaner production, and a formal clean production inter-institutional commission has drafted regulations for three priority industries.

During the budget request period, prospects for maintaining momentum and consolidating gains achieved during the present reporting period are excellent. Focus will be on deepening the institutionalization of procedures and perfecting mechanisms. Technical assistance and training will be provided to develop protocols for data sharing with the information center, and to develop procedures to facilitate the interaction of the members of the Permanent Technical Committee of the CICH in the evaluation of PCW projects.

USAID/Panama will strengthen its support of ecotourism and co-management for protected areas as means of securing the long-term ecological and financial security of the parks. Technical assistance will be provided to further develop ecotourism opportunities for local communities, create co-management mechanisms for protected area management and increase the involvement of the private sector in conservation programs in the PCW. Specific activities include: a) a co-management arrangement for one protected area; b) updating and completion of management plans for all PCW protected areas; c) a management and use plan for San Lorenzo Protected Area; d) completion of signage and interpretation plans for all PCW parks; e) completion of an environmental education strategy for the PCW; f) completion of a nature-based enterprise development plan; and g) drafting of a public relations strategy for ANAM and the Panama Canal Authority (PCA). Ongoing activities such as journalist training will continue so that the general public can have more access to well-informed environmental reporting.

Technical Assistance will also assist the completion of the development of a five-year urban environmental infrastructure plan, the institutional strengthening of the Environmental Services Foundation for Panama (FUPASA) in support of climate initiatives, the development of a carbon market and the strengthening of local NGOs. Assistance will be provided to consolidate gains in

the establishment of environmental units in three municipalities with clearly defined roles and permanent operational budgets. In addition, significant progress is anticipated in concession arrangements for solid waste services, the operation of a pilot liquid waste facility and the development of clean production regulations in the poultry, pork and non-metallic mining sectors.

Possible Adjustments to Plans

While no specific adjustments to plans are contemplated, USAID continuously strives to identify windows of opportunities in its work with the PCA, ANAM, local governments, NGOs and community groups to ensure that all appropriate actions are taken to promote USAID objectives.

Other Donor Programs

The Inter-American Development Bank (IDB) and the World Bank (WB) have initiated activities that contribute to improved management of the PCW. Both organizations are implementing activities in land management and PCW conservation. The IDB has assisted the GOP in the development of a National Environmental Strategy and is implementing activities to strengthen comprehensive watershed management programs elsewhere in the country. Under the Common Agenda Initiative, Japan is assisting a non-governmental organization to establish a training center in the PCW. The center is providing environmental education and awareness training, as well as training in forestry and agroforestry techniques, for residents of the watershed and buffer areas, including Panama City and Colon. USAID is working closely with these donors to ensure that all activities are complementary and effectively coordinated.

Major Contractors and Grantees

Current grantees and contractors include the Academy for Educational Development (AED) GreenCom, Louis Berger, Inc. and International Resources Group (IRG).

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 01/14/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

SO OVERALL INDICATOR No. 1: Land use in the PCW compatible with the approved Regional Land Use Plan.

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> Percentage of land area in conformance with the Regional Plan 	1997 Baseline		55
SOURCE: <ul style="list-style-type: none"> Inter-Oceanic Regional Authority (ARI) National Environment Authority (ANAM) Contractor reports 	2000	63	63
INDICATOR/DESCRIPTION: <ul style="list-style-type: none"> Percentage of land use (measured in hectares) which is compatible with the Regional Land Use Plan. Compatible refers to land uses that meet the technical criteria for inclusion under one of the six land-use categories defined in the Regional Land Use plan. 	2003	69	
	2006	75	
COMMENTS: <p>The Regional Land Use Plan, approved by Law 21 in 1997, the framework for land use decision-making in the PCW, covers the 374,000 hectares (including lakes and rivers), in the Inter-oceanic Region (IOR) and establishes six major categories of land use. We use data on conformance of land use for the entire IOR instead of its subset, the 326,000 ha. PCW, because (a) data are more readily available, (b) the Regional Plan addresses the entire IOR, and (c) conformance over the entire IOR is assumed to reflect conformance in the PCW.</p> <p>The indicator value for the 1997 baseline reported here (55%) differs slightly from that reported in the Strategic Plan (57%) due to an earlier arithmetic error. (see memo to the file by Hal Cardwell dated March 8, 2001.)</p> <p>We estimated the figure for 2000 based on records at ARI and reports on the integrity of national parks from ANAM. Reliable measurement of this indicator is very costly requiring satellite photography as was done for the 1997 baseline and only reflect major changes in vegetation. USAID will provide assistance to ARI to develop target and measurement plans for implementation of the Regional Plan.</p> <p>We will continue to work with counterparts to develop less costly, overall annual indicators and expect to focus on measures of siltation adjusted for rainfall.</p>			

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA

SO OVERALL INDICATOR No. 2A: Institutional arrangements for sustainable watershed management recognized by key PCW stakeholders (residents)

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> Percentage awareness of key institutional arrangements by PCW residents 	2000		Baseline* 34
SOURCE: Targeted survey of: Questionnaire survey administered by GreenCOM subcontractors to a random sample of 500 residents of the watershed.	2001	38	
INDICATOR DESCRIPTION: <i>Key PCW Stakeholders</i> are defined for this indicator to be PCW residents. The values shown in the table represent the mean score of correctly identified institutional arrangements out of the total of 12. Awareness of institutional arrangements was gauged by ability of interviewees to identify the specific GOP institutions responsible for each of 12 critical aspects of PCW management, including sound solid waste management, management of protected areas, and safeguarding of water quality, among others.	2002	42	
COMMENTS: *The data tables for Overall Indicator 2 reflect new baseline and target values resulting from a much-improved survey of stakeholders in response to concerns from USAID-Washington as well as from within USAID-Panama about the 1998 indicator measurement. The new indicator measurement is more reliable, more repeatable, more representative of our program, simpler, and less costly to measure. It will provide an efficient way of assessing changes in attitudes and practices of PCW stakeholders throughout the life of the Strategy. The survey of PCW residents was administered to a scientifically selected, random sample of the residents of the Panama Canal Watershed. The sample was developed based on the census districts defined for Panama's Year 2000 census. This survey will be repeated annually.	2003	45	
	2004	48	
	2005	49	
	2006	50	

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 01/14/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

SO OVERALL INDICATOR No. 2B: Institutional arrangements for sustainable watershed management recognized by key PCW stakeholders.

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> Percentage awareness of key institutional arrangements by mid-level staff of the eight organizations making up the Inter-Institutional Commission (CICH): six government agencies (PCA, ANAM, MIDA, ARI, MIVI, Gobierno y Justicia) and two non-governmental organizations (CARITAS and Fundacion NATURA). 	2000		Baseline* 64
SOURCE: Questionnaire survey administered by GreenCOM subcontractors to 150 mid-level managers. See memo dated February 23, 2001 from Jose Ignacio Mata to the SO Team explaining the definition of mid-level staff in operational detail.	2001	68	
INDICATOR DESCRIPTION: <i>Key PCW Stakeholders</i> are defined for this indicator to be mid-level representatives of the eight member organizations of the CICH. (Note that this includes both government and non-governmental organizations.) Mid-level managers were defined to be "the one who is in charge or functions as the head of a department or unit." The values shown in the table represent the mean score of correctly identified institutional arrangements out of the total of 12. Awareness of institutional arrangements was gauged by ability of interviewees to identify the specific GOP institutions responsible for each of 12 critical aspects of PCW management, including solid waste collection, management of protected areas, and safeguarding of water quality, amongst others.	2002	72	
	2003	72	
	2004	80	
	2005	80	
COMMENTS: *The data tables for Overall Indicators 2A and 2B reflect new baseline and target values resulting from a much-improved survey of stakeholders in response to concerns from USAID-Washington as well as from within USAID-Panama about the 1998 indicator measurement. The new indicator measurement is more reliable, more repeatable, more representative of our program, simpler, and less costly to measure. It will provide an efficient way of assessing changes in attitudes and practices of PCW stakeholders throughout the life of the Strategy. The mid-level officials selected for participation are those officials considered to be most relevant to protection of the watershed. In addition to seeking a standard definition of job category that could yield an appropriate number of interviewees, this job level also offers more likelihood of stability. Consultation with these officials will be repeated in 2003 and 2006. FY2004, 2005 and 2006 planned figures remain the same since the 2005 elections and new government take office will affect progress during that period.	2006	80	

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-1): Institutional Arrangements for Effective Management Functioning			
INDICATOR No. 1.1: Actions taken by the Inter-Institutional Commission for the Canal Watershed (CICH) on strategies, policies, programs and projects that could affect the PCW			
UNIT OF MEASURE: <ul style="list-style-type: none"> ▪ Number of actions taken by the CICH <hr/> SOURCE: <ul style="list-style-type: none"> ▪ CICH and contractor reports <hr/> INDICATOR/DESCRIPTION: <p>The indicator will measure progress on number of actions taken by the CICH during the calendar year on strategies, policies, programs and projects that could affect the PCW. Approval of these actions signals that CICH is functioning in its role to coordinate and oversee activities in the PCW and achieving consensus amongst stakeholders.</p> <hr/> COMMENTS: <p>The 8-member CICH was installed in March 2000 but started formal meetings on April 25, 2000. The Executive Director took office in August 2000. During CY2000 the CICH held 7 meetings and minutes were produced for all of these.</p> <p>In December 2000, a consultant hired by IRG, the institutional contractor for IR-1 presented a report confirming the validity of the indicator.</p> <p>Subsequently, USAID staff and CICH Executive Secretary went through the minutes and concluded that the following three actions were taken by CICH in conformance with this indicator: (1) establishment of a Permanent Technical Committee (PTC), (2) approval of CICH internal operating procedures, and (3) signing of inter-institutional agreement between Ministry of Agriculture (MIDA) and the Panama Canal Authority (ACP) on land titling.</p>	YEAR	PLANNED	ACTUAL
	1999 Baseline		0
	2000	3	3
	2001	5	
	2002	8	
	2003	10	
	2004	12	
	2005	15	
	2006	18	

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-1): Institutional Arrangements for Effective PCW Management Systems Functioning			
INDICATOR No. 1.2: Environmental monitoring of the PCW is institutionalized			
UNIT OF MEASURE: <ul style="list-style-type: none"> ▪ Number of criteria met (0-8) <hr/> SOURCE: <ul style="list-style-type: none"> ▪ Contractor (Louis Berger) reports ▪ CICH reports <hr/> INDICATOR/DESCRIPTION: <p>The Environmental Monitoring of the PCW is considered institutionalized when the following eight conditions are met:</p> <ol style="list-style-type: none"> 1. Data on physical, biological and demographic parameters in the PCW are collected; 2. Content of data collection is responsive to Inter-Institutional Commission for the Canal Watershed (CICH) management needs; 3. CICH framework for data-sharing is implemented; 4. A quality control system is established for PCW monitoring data; 5. Mechanisms for data dissemination to CICH natural resource managers are operational; 6. CICH resource managers are trained to apply the information to management. 7. Panamanian sustainable funding is secured. 8. Permanent institutional homes for all necessary components of monitoring and prediction system have been secured. <hr/> COMMENTS: <p>Conditions 1, 5, and 6 are met for the year 2000. Progress has been made towards conditions 2, 3, and 4 and is being further pursued through activities under the contract with International Resources Group (IRG). For example, regarding condition 2, the year 2000 program was designed hand-in-hand with key members of the CICH (ANAM and the ACP). Progress has also been made towards conditions 7 and 8; during the year 2000, six PMCC scientists were hired as ANAM employees to continue PCW monitoring activities, while an additional two worked under the direct supervision of the ACP. Institutionalization is being further pursued through dialogue between USAID and the GOP, plus the services of an environmental monitoring expert to work with the CICH for one year coordinating institutional responsibilities for monitoring.</p>	YEAR	PLANNED	ACTUAL
	1999 Baseline		1
	2000	3	3
	2001	5	
	2002	7	
	2003	8	
	2004	8	
	2005	8	
	2006	8	

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased			
INDICATOR No. 4.2: Local governments have environmental action plans that conform with the Regional Plan			
UNIT OF MEASURE: Number of local governments in the PCW that have environmental action plans that conform with the Regional Plan.	YEAR	PLANNED	ACTUAL
	1999 Baseline		1
	2000	4	8
	2001	8	
	2002	12	
	2003	14	
	2004	16	
	2005	20	
	2006	16	
SOURCE: ■ USAID contractor and grantee reports, municipal decrees, and environmental plans.			
INDICATOR/DESCRIPTION: Environmental action plans will include environmental programs and projects that are in conformance with the Regional Plan. These environmental plans may be part of an overall strategic development plan for the district. The indicator will consider environmental action plans that are produced with the active participation of local government officials or formally adopted by the municipality's Consejo Municipal. Action plans must conform to the land uses outlined in the regional plan. Because USAID/Panama's local government strengthening program works primarily at the municipal level in the smaller municipalities of the PCW (Arraiján, Chorrera, Capiá and Portobelo) the indicator will consider these municipalities in measurement. Similarly where USAID/Panama's local government program works at the lower level of the corregimiento (in the larger districts of Panama and Colon), these corregimientos will be considered.			
COMMENTS: USAID provides support to local governments to develop environmental action plans. Although environmental action plans must conform to land uses outlined in the Regional Plan, broader environmental plans will be tracked to a) emphasize broader environmental goals with land use planning being just one part, and b) de-emphasize the importance of the Regional Plan because of recent questions on the costs and benefits of its implementation (as underscored by the pending legislation to revise the Regional Plan). Support will be provided to develop environmental units or offices in selected districts and corregimientos to implement the action plans. The 1999 actual figure was revised to reflect the slight wording change in the indicator. At the end of 1999 the corregimiento of Chilibre had an environmental action plan that conforms with the Regional Plan whereas they did not have a plan for local implementation of the Regional Plan, i.e., "an action plan for conformance with the Regional Plan" (previous wording). The seven local governments that developed action plans during calendar year 2000 with USAID assistance were the districts of Arraiján, Capiá, and La Chorrera, and the corregimientos of Buena Vista, San Juan, Limón and Nueva Providencia. The corregimiento of Escobal finished their environmental plan in January 2001. Escobal and Arraiján inaugurated environmental offices in January 2001, becoming the first local governments with offices devoted specifically to environmental issues.			

Performance Data Table

STRATEGIC OBJECTIVE No. 525-004: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased			
INDICATOR No. 4.3: Industries implementing policy or process changes that result in improved environmental practices			
UNIT OF MEASURE: Number of industries (cumulative)	YEAR	PLANNED	ACTUAL
	1999 Baseline		0
	2000	2	4
	2001	4	
	2002	6	
	2003	8	
	2004	10	
	2005	12	
	2006	12	
SOURCE: ■ USAID contractor reports			
INDICATOR/DESCRIPTION: The indicator will measure if at least one member of an industry (plant or company) has changed a policy or process resulting in environmental improvement as a direct result of USAID intervention. This indicator will rely heavily on self-reporting from companies that have received USAID assistance, but self-reports will be verified by USAID or its contractors. An industry will be defined broadly – e.g. cement, pork farming, chicken farming, tanneries, banking (by promoting environmentally sound investments)			
COMMENTS: This indicator is new for calendar year 2000, having been developed in response to a suggestion by USAID/Washington during the January 2000 review of the Strategic Plan. It is intended to capture the breadth (as opposed to depth) of USAID/Panama work to improve private sector capacity for environmental management. We assume that environmental success stories will be shared within industries and will result in process and practice changes. In December 2000, the InterAmerican Development Bank announced a \$1.2 million grant to Panama for this purpose, that will serve as a follow-on and reinforcement to activities initiated by USAID/Panama in CY2000. Although limited success was expected in this first year of work on clean production, audit lights in six industries, policy work, and awareness-raising seminars resulted in policy or process changes in at least eight companies in the pork farming, non-metallic mining, tannery and electroplating industries.			

B. **Operating Unit:** USAID/Panama
 SpO Name: Momentum Toward Fairer and Faster Justice Established
 SpO ID Number: 525-005-01
 Self-Assessment: Meeting Expectations

Summary:

Primary Link to Agency Strategic Framework

2.1 Rule of Law and Respect for Human Rights of Women as well as Men strengthened (62%)

Secondary Links to Agency Strategic Framework

2.3 Development of Politically Active Civil Society Promoted (17%)

2.4 More Transparent and Accountable Government Institutions Encouraged (21%)

Link to U.S. National Interests

Democracy and Human Rights

Link to MPP Goals

Democracy

The SpO, approved in June 2000, is an innovative pilot program designed to establish momentum for reform in the justice sector of Panama. It is aimed at demonstrating that justice sector reform is possible in Panama and that advocacy efforts can result in tangible changes in the system. It provides support for specific reform activities that will help to build confidence that the justice sector can be improved, and it relies on civil society as a key to the establishment and maintenance of momentum for change. Both specific reforms and civil society support are essential to USAID/Panama's long-term vision of a fairer and faster justice system. The SpO has four short-term Intermediate Results (IRs): IR-1 Criminal Court Systems Functioning More Effectively; IR-2 Commercial Court Systems Functioning More Effectively; IR-3 Increased Public Pressure for Judicial Sector Reform; and IR-4 Improved Collaboration Between Investigators and Prosecutors.

A fair, timely and transparent justice system is necessary to ensure the economic health and political stability of the country. Additionally, it will contribute to improving and strengthening the legal foundation upon which the institutional framework for sustainable PCW management and protection is based. Finally, fundamental change to the justice system will improve the level of confidence in the system of Panamanian citizens and US and international businesses and investors.

Self-Assessment Statement

On June 5, 2000, AID/Washington approved the SpO as a two-year experimental effort. The relatively recent approval has not afforded sufficient time for the achievement of results planned for the first year. However, during this very short implementation period, most of the planned activities presented in the previous R4 were accomplished, plus additional activities identified in the revised strategy and SpO. Additionally, USAID/Panama advanced pre-implementation activities including situation assessments, preparation of scopes of works, solicitation of proposals for the contracting of a local firm and a buy-in to an IQC, and refinement and validation of performance indicators. Also, with USAID/Panama assistance, a civil society alliance was established and a conference convened that established the foundation for increased and improved participation of civil society in the promotion of reform in the justice sector.

Overall, while it may be argued that expectations were exceeded, USAID/Panama has adopted a conservative view and listed the SpO as “meeting expectations.”

Key Results

- Implementation plan for the strategy developed.
- Civil society strategy developed.
- Civil society alliance established.
- First annual conference of the alliance convened.
- Draft publication of results of the conference and the first issue of a periodic newsletter produced.
- A training course for journalists on justice issues implemented.
- Annual conference for the Institute of Public Defense implemented.
- Anti-corruption conference for the Public Ministry implemented.
- Assessment and design of a modern Judicial Registry was initiated.
- Assessment and design of a pilot project in administrative justice courts to increment the use of alternatives to imprisonment initiated.

Performance and Prospects

The performance reported here is based only on a six-month period. Nevertheless, the following has been achieved in that six-month period. A contract for the assessment and design of a modern judicial registry was negotiated and awarded. A contract for the assessment and design of a pilot project for administrative justice courts was awarded. The Mission supported two activities requested by the Panamanian justice sector authorities: the Annual Conference of the Public Defense Institute, and an Anti-Corruption Conference for the Public Ministry. The Mission also supported participation of a Panamanian justice sector official in a seminar on intellectual property rights. The design of a strategy for broadening/enhancing ADR mechanisms in commercial law disputes was included in the buy-in to the IQC. Additionally, the Mission has strengthened its bonds at different levels with justice sector authorities and with civil society organizations. Close coordination with the IDB and other donors ensured that key niches in the sector not covered by their programs are being filled. A publication on the results of the civil society conference mentioned above was drafted, as well as a newsletter. With the aid of the Mission, the relationship between court officials and civil society organizations has improved. A grant was given to a local NGO to train journalists on justice issues, and the first of a series of six seminars was held.

Activities described in the strategy under IR4 have not been initiated. Delays in commitment from ICITAP to work in the strengthening of investigative police training by developing a sustainable program has affected achievement of the IR. Monies assigned to this IR for FYs 2000 and 2001 remain unallocated to the IR. The issue of institutional development with ICITAP will be solved before the next R4 reporting period.

Prospects for making a significant impact have improved with the entry into the justice sector of substantial donor assistance from the IDB, and, on a smaller scale, Spain. USAID will complement IDB and Spanish efforts. USAID will focus in particular on promoting the use of

alternatives to imprisonment for minor criminal offenses or administrative misdemeanors; modernization of the judicial registry; development of an ethics program for the courts and training in it; training of prosecutors; promoting, and training in, the use of alternative dispute resolution mechanisms for commercial disputes; and NGO development to promote justice sector reform.

At the end of two years, by working with stakeholders inside and outside the justice system, USAID/Panama intends to have helped build broad-based support for and confidence in continued justice sector reform by accomplishing a series of changes in the system and developing an agenda for future reforms. By the end of 2001, most of the activities of this SpO will be well under way. During the second year of implementation (FY 02), USAID/Panama will evaluate the overall impact of the program and identify those elements of the program which have been the most successful. If evaluation results warrant, the program will be continued, and USAID/Panama will design a refined performance framework and set of activities for future implementation.

Possible Adjustments to Plans

The objective is to enable the GOP and civil society organizations to formulate, institutionalize and implement activities designed to ensure fundamental, sustainable, systemic change in the justice systems. A top priority will be to motivate both the public and private sectors to maintain reform efforts. Results of analytical studies could produce changes to USAID's approach in the future. Further research will be undertaken to understand better the constraints to justice and the appropriate means of addressing them.

Other Donor Programs

The Inter-American Development Bank (IDB) is the major donor in the sector with an \$18.9 million loan to the GOP. Other donors include the United Nations Development Program (UNDP), the Organization of American States (OAS) and the European Union (EU) with very modest programs, and several small bilateral programs (the British, Germans, French and Spanish).

Major Contractors and Grantees

USAID/Panama is currently processing a buy-in into the ROLIQC No. AEP-1-00-00-00013-00 to obtain the services of Management Sciences for Development, Inc.

Performance Data Table

SPECIAL OBJECTIVE No. 525-005: MOMENTUM TOWARDS FAIRER AND FASTER JUSTICE ESTABLISHED			
APPROVED: 06/05/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-1): Criminal court systems functioning more effectively by implementing targeted institutional reforms			
INDICATOR No. 1.1: Pilot project for increasing the use of alternatives to imprisonment as a sentence for administrative misdemeanors fully implemented.			
UNIT OF MEASURE: <ul style="list-style-type: none"> ▪ Yes/No 	YEAR	PLANNED	ACTUAL
	2000 Baseline		No
	2001	No	
SOURCE: <ul style="list-style-type: none"> ▪ Contractor reports ▪ Counterpart reports 	2002	Yes	
INDICATOR/DESCRIPTION: <p>The pilot project is considered implemented when the basic policies and streamlined procedures are adopted, the core staff in the selected “corregiduría” and night court is trained in alternative sentencing, a public awareness activity has been initiated, and core agreements with central government and judiciary are signed.</p>			
COMMENTS: <p>Administrative misdemeanor is defined as an offense consisting of a violation of an administrative rule or regulation punished by imprisonment up to a year or non-imprisonment such as fine, bond, forfeiture or community service.</p> <p>The proposed AOJ SO was approved as a SpO with adjustments in scope and a shorter time frame for results. Responding to this, the Mission is adopting the revised IR-1 indicator, which is achievable, more realistic, and easier to track.</p> <p>Assessment and design of the pilot project was contracted on 5 December 2000.</p>			

Performance Data Table

SPECIAL OBJECTIVE No. 525-005: MOMENTUM TOWARDS FAIRER AND FASTER JUSTICE ESTABLISHED

APPROVED: 06/05/00 COUNTRY/ORGANIZATION: USAID/PANAMA

RESULT NAME (IR-2): Commercial court systems functioning more effectively by demonstrating the effectiveness of alternative dispute resolutions (ADR)

INDICATOR No. 2.1: Pilot project for increasing the use of Alternative Dispute Resolution (ADR) mechanisms in the Panamanian courts fully implemented.

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> • Yes/No 	2000 Baseline		No
SOURCE: Targeted survey of: <ul style="list-style-type: none"> ▪ Contractor reports ▪ Counterpart reports 	2001	No	
INDICATOR DESCRIPTION: The pilot project is considered implemented when the basic policies and procedures are adopted, the core staff in a selected civil (commercial) court is trained on ADR, a methodology for replication of the model in other courts is developed, and specific actions and measures to ensure sustainability have been approved.	2002	Yes	
COMMENTS: The proposed AOJ SO was approved as a SpO with adjustments in scope and a shorter time frame for results. Responding to this, the Mission is adopting the revised IR-1 indicator, which is achievable, more realistic, and easier to track. The Mission is about to execute a task order under the ROL IQC to obtain professional services for assessment, design and implementation of a pilot project for increasing the use of ADR mechanisms in Panamanian courts. Assessment and design is expected by August 2001 and implementation is scheduled from September 2001 through August 2002.			

Performance Data Table

SPECIAL OBJECTIVE No. 525-005: MOMENTUM TOWARDS FAIRER AND FASTER JUSTICE ESTABLISHED

APPROVED: 06/05/00 COUNTRY/ORGANIZATION: USAID/PANAMA

RESULT NAME (IR-3): Increased public pressure for judicial sector reform

INDICATOR No. 3.1: A Coalition of NGOs is actively advocating improvement in administration of justice

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> • Number of criteria met (cumulative) 	2000 Baseline		2
SOURCE: <ul style="list-style-type: none"> ▪ Coalition reports ▪ Contractor reports ▪ Media information 	2001	6	
INDICATOR DESCRIPTION: The following are the ten criteria that make up the indicator: <ul style="list-style-type: none"> • Coalition of NGOs established • Coalition members meet at least monthly and produce minutes • Strategic plan approved • Web page in place • An annual conference on justice reform is organized and conducted by the Coalition • At least three position papers are published annually • A newsletter is published quarterly • Coalition submits at least two proposals for policy making in the justice sector • Media uses at least three (3) presentations prepared by the Coalition per year. • Coalition participates in one (1) relevant international event per year in justice reform or modernization 	2002	10	
COMMENTS: This indicator was expanded to better reflect the institutional process for achieving the end result. It is easy to measure and be verified. Under the name " <i>Alianza Ciudadana Pro Justicia</i> " a coalition of NGOs was established in July, 2000. An annual conference took place on October 24-25, 2000 and five position papers were presented.			

III. RESOURCE REQUEST

Rationale for Program Resource Level

The overall resource level of \$4.5 million annually for the SO during the life of the Strategic Plan and \$1.0 million annually (for three years) for the SpO, was established during the intensive review in which the strategy was approved. The Strategic Plan lays out a carefully articulated set of activities designed to improve the capacity of Panamanians to protect and conserve the Panama Canal Watershed on a sustainable basis and to improve the justice sector.

Sustainability requires adequate institutional and administrative systems and structures, effective coordinating mechanisms, and the active participation of key stakeholders of the PCW in policy decisions and activity implementation. All of these elements must be present and integrated into a seamless effort if the SO and SpO are to be achieved. They must be acted upon and addressed simultaneously. The resource level, though modest, enables USAID/Panama and its key partners to leverage the resources and to hone the various interests of the stakeholders into a sharp and effective tool for achievement of the SO and SpO. As such, the resource level is the absolute minimum required to implement planned activities.

F. Justification for Resource Decisions

USAID/Panama has been reasonably successful in recent years in adjusting to continuous and significant reductions in financial resources, with minimum effects on our efforts toward achieving pre-established objectives. A reduction of 36.2 percent over the past two years in OE funding levels has forced the streamlining of staff. A recent decision was made to reduce human resources levels by an additional 32 percent by the end of this fiscal year.

While we foresee stable funding levels over the funding period, the pace of implementation has definitely picked up. Pipelines are dropping rapidly as institutional and other contract activities have begun and gathered speed. The major challenge for the Mission in the next two years will be to maintain the significant implementation momentum we have attained, while finding the appropriate rate of implementation that will allow us to live within our means.

During the budget request period, the limited available resources will be used on a priority basis toward consolidating the gains already made in the institutional strengthening of the CICH, the monitoring program, local government's capacity and activities related to clean production and climate change. Activities supporting the strengthening of NGOs and increased community participation in PCW management and protection will be supported to the extent that available resources permit. Effective park and protected areas management will also be supported contingent on resource availability.

Regarding the achievement of the SpO indicators, available resources will be used on a priority basis to promote the use of alternative sentencing in two model courts, promote the use of ADR in commercial disputes, modernize the judicial registry, develop an ethics program, and consolidate the civil society alliance. These activities complement ongoing actions currently being implemented by other donors, i.e., the IDB, the EU and the Spanish Government. Training of prosecutors and improvement in collaboration between prosecutors and investigators are

linked activities that require definition within the framework of the ICITAP issue mentioned earlier in this document. While the Mission considers working with investigative police and prosecutors extremely important, if the monies assigned to IR4 are not appropriated soon and made available for immediate implementation, actions will be taken to initiate training of prosecutors without the integration perspective previously planned.

C. Pipeline

SO

The Mission amply surpassed its pipeline target previously estimated in last year's R4 to be \$7.2 million by the end of FY 2000. The actual pipeline was \$6.8 million, down from the FY 1999 level of \$11.8 million. This sharp reduction in the pipeline is attributed to the increased rate of expenditures, which was anticipated and predicted in the previous R4. Actual expenditures of \$8.7 million in FY 2000 exceeded projections by 22 percent and were higher by 93.3 percent than the \$4.5 million expended in FY 1999. The Mission expects a relatively high rate of expenditure to continue over the next two years because key institutional contractors are in place and the level of implementation is expected to be maintained. Nevertheless, expenditure projections are conservatively straight line over the FY 2001-2003 period at a level that is 25 percent below the peak achieved in FY 2000, a level that was historically high for this Mission. At these levels, the SO pipeline will be reduced to \$2.0 million by the end of FY 2002 and virtually will disappear by the end of FY 2003. Shortfalls in anticipated OYBs over this period would force the curtailment of the program and jeopardized achievement of the SO. In order to maintain current program momentum into FY 2004, a 15 percent increase in the planned obligation level for FY 2003 would permit the Mission to maintain its projected expenditure levels. Without the increase, expenditure levels would have to be reduced, thereby reducing implementation momentum.

SpO

This SpO was approved in June 2000. Because of its approval late in the fiscal year, planned activities and related expenditures were delayed. At the end of FY 2000, the pipeline was higher than anticipated, \$1.3 million rather than \$0.3 million. However, as indicated in the results review section of this document, an intensive level of activity followed its approval. Critical assessment and procurement actions have been completed. A buy-in to an institutional contract will accelerate the implementation of planned activities. Expectations are that the pipeline will be significantly reduced by the end of FY 2002.

D. New Initiatives

USAID/W has informed the Mission that it will receive an additional \$3.0 million in ESF funding in FYs 2002 and 2003. In consultation with Embassy/Panama, the Mission proposes to use FY 2002 funds to help strengthen the ability of local governments, as well as the GOP, to govern and project their effective presence in the Darien province. Emphasis will be placed on helping communities to better manage their own administrative and financial affairs, improve their provision of services, and administer justice at the local level. USAID intends to use experiences gained to date in working with local governments under the Panama Canal Watershed Strategic Objective and the Administration of Justice Special Objective to guide

implementation of this new set of activities. What is proposed here will be later refined through analyses and detailed design efforts. Because we have been instructed to straight-line projections for FY 2003, we are showing a total of \$6.0 million for the initiative to cover funding for both FY 2002 and FY 2003. We want to be clear, however, that since we received from FY 2003 figures as this R4 is being finalized, we have not had time to reach consensus with Embassy/Panama on use of FY 2003 resources. Numbers listed in each of the following sections are simply straight-line additives of both FY's 2002 and 2003 and could, therefore, change based on later planning and negotiating sessions with the Embassy.

The Mission proposes to work in the Darien region because it is one of the most impoverished areas in the country, one of the most deficient in social infrastructure, and, given its contiguity to Colombia, one of the most vulnerable to the violence spilling over from that country. The distance, terrain, and lack of connecting infrastructure have made it very difficult for the GOP to project its presence into the area, let alone increase standards of living or income. The GOP is working with the Inter-American Development Bank (IDB) to improve large scale infrastructure in the region and to work with communities as well, but a great deal needs to be done, and quickly, to bolster the effectiveness and image of the GOP in the region. Activities proposed here are intended to complement ongoing IDB-financed work.

AOJ Activities: \$1.8 Million

This funding will be used to expand AOJ work, with emphasis on alternative sentencing and administrative justice systems.

The administrative justice (corregidores/night courts) system, a system outside the formal judiciary, is responsible for 40 percent of the current population of convicted prisoners. It is anticipated that the influx of immigrants from Colombia will exacerbate this problem in the Darien, as well as the poorer neighborhoods in the cities of Panama and Colon.

Current funding allows for two pilot locations for dealing with the administrative court problem, and we have already identified them in the Panama City area. The additional funding will permit work in at least five locations, and we propose to do that additional work in several locations in the Darien. Locations will be identified pursuant to study/design work to be carried out once overall concepts have been approved in Washington. We will want to relate this work to other activities proposed for the Darien, as discussed below. Funding would be used for technical assistance, training, and possibly some limited commodities to allow the administrative courts to work more effectively in those remote areas. (\$1,550,000).

Given increased requirements for managing additional resources, as well as time and trips to the Darien, part of the additional funding will be used for administration/management of the program. (\$250,000).

Strengthening Local Government/Infrastructure in the Darien: \$4.2 Million

These resources will be used to strengthen the institutions with the highest level of representation in the Darien, i.e., the municipalities and corregimientos (wards) so that they can deliver services

more effectively and enhance their credibility with local inhabitants. We intend to use participatory training and development approaches used successfully under the ongoing Panama Canal Watershed Objective to engage local communities in developing strategies for making their local governments much more effective in managing financial and human resources, and in providing services to members of their communities. (\$2,500,000)

Governments at the national and local levels make the best impression and are most successful at projecting their presence when they are perceived as doing something concrete for the citizenry, and specifically, when they can show themselves as being capable of developing infrastructure. Using USAID's extensive, successful experiences in administering small infrastructure projects elsewhere in the country, such as latrines, wells, bridges, classrooms, bridges, etc., we will support local government and community based initiatives to develop better living conditions in the Darien. In implementing this element of the proposal, USAID will consider the possible involvement of Peace Corps Volunteers to help oversee execution of infrastructure projects in or near Volunteer sites. (\$1,000,000)

Again, given increased requirements for managing additional resources, as well as time and trips to the Darien, part of the additional funding will be used for administration/management of the program. (\$700,000).

BASIC DATA TABLES

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Panama
 Approp: DA/CSD
 Scenario:

FY 2001 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas															
Bilateral	6,819	3,700						0				3,700		6,500	4,019
Field Spt		0												0	
	6,819	3,700	0	0	0	0	0	0	0	0		3,700	0	6,500	4,019
SpO: Momentum Toward Fairer and Faster Justice Established in Panama															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	6,819	3,700	0	0	0	0	0	0	0	0		3,700	0	6,500	4,019
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	6,819	3,700	0	0	0	0	0	0	0	0		3,700	0	6,500	4,019

FY 2001 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	3,700
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	3,700
CSD Program Total	0
TOTAL	3,700

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Panama
 Approp: DA/CSD
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas															
Bilateral	4,019	4,500						0				4,500		6,500	2,019
Field Spt		0												0	0
	4,019	4,500	0	0	0	0	0	0	0	0		4,500	0	6,500	2,019
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	4,019	4,500	0	0	0	0	0	0	0	0		4,500	0	6,500	2,019
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	4,019	4,500	0	0	0	0	0	0	0	0		4,500	0	6,500	2,019

FY 2002 Request Agency Goal Totals	
Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	4,500
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	4,500
CSD Program Total	0
TOTAL	4,500

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2003 Scenario B Budget Request by Program/Country

Fiscal Year: 2003
 Scenario B Program/Country: Panama
 Approp: DA/CSD
 Scenario:

FY 2003 Scenario B Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas															
Bilateral	2,019	5,175						0				5,175		6,500	694
Field Spt		0												0	0
	2,019	5,175	0	0	0	0	0	0	0	0		5,175	0	6,500	694
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	2,019	5,175	0	0	0	0	0	0	0	0		5,175	0	6,500	694
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	2,019	5,175	0	0	0	0	0	0	0	0		5,175	0	6,500	694

FY 2003 Scenario B Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	5,175
GCC (from all Goals)	0

FY 2003 Scenario B Account Distribution (DA only)

DA Program Total	5,175
CSD Program Total	0
TOTAL	5,175

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Scenario A Budget Request by Program/Country

Fiscal Year: 2003
 Scenario A Program/Country: Panama
 Approp: DA/CSD
 Scenario:

FY 2003 Scenario A Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2,003
SO 1: Panama Sustainably Manages the Canal Watershed and Buffer Areas															
Bilateral	2,019	4,500						0				4,500		6,500	19
Field Spt		0												0	0
	2,019	4,500	0	0	0	0	0	0	0	0		4,500	0	6,500	19
SO 2:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	2,019	4,500	0	0	0	0	0	0	0	0		4,500	0	6,500	19
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	2,019	4,500	0	0	0	0	0	0	0	0		4,500	0	6,500	19

FY 2003 Scenario A Request Agency Goal Totals

Econ Growth	0
Democracy	0
HCD	0
PHN	0
Environment	4,500
GCC (from all Goals)	0

FY 2003 Scenario A Account Distribution (DA only)

DA Program Total	4,500
CSD Program Total	0
TOTAL	4,500

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country: Panama
 Approp: ESF
 Scenario:

FY 2001 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SpO: Momentum Toward Fairer and Faster Justice Established in Panama															
Bilateral	1,322	996											996	1,500	818
Field Spt		0													0
	1,322	996	0	0	0	0	0	0	0	0		0	996	1,500	818
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	1,322	996	0	0	0	0	0	0	0	0		0	996	1,500	818
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	1,322	996	0	0	0	0	0	0	0	0		0	996	1,500	818

FY 2001 Request Agency Goal Totals

Econ Growth	0
Democracy	996
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)

DA Program Total	996
CSD Program Total	0
TOTAL	996

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country: Panama
 Approp: ESF
 Scenario:

FY 2002 Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SpO: Momentum Toward Fairer and Faster Justice Established in Panama															
Bilateral	818	4,000											4,000	2,500	2,318
Field Spt		0													0
	818	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	2,318
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	818	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	2,318
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	818	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	2,318

FY 2002 Request Agency Goal Totals

Econ Growth	0
Democracy	4,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)

DA Program Total	4,000
CSD Program Total	0
TOTAL	4,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Scenario B Budget Request by Program/Country

Fiscal Year: 2003
 Scenario B Program/Country: Panama
 Approp: ESF
 Scenario:

FY 2003 Scenario B Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2,003
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SpO 2: Momentum Toward Fairer and Faster Justice Established in Panama															
Bilateral	2,318	4,000											4,000	2,500	3,818
Field Spt		0													0
	2,318	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	3,818
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	2,318	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	3,818
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	2,318	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	3,818

FY 2003 Scenario B Request Agency Goal Totals

Econ Growth	0
Democracy	4,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Scenario B Account Distribution (DA only)

DA Program Total	4,000
CSD Program Total	0
TOTAL	4,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Scenario A Budget Request by Program/Country

2003
 Fiscal Year: Scenario A Program/Country: Panama
 Approp: ESF
 Scenario:

FY 2003 Scenario A Request															
S.O. #, Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
2003 Scenario A															
SO 1:															
Bilateral		0						0							0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SpO 2: Momentum Toward Fairer and Faster Justice Established in Panama															
Bilateral	2,318	4,000											4,000	2,500	3,818
Field Spt		0													0
	2,318	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	3,818
SO 3:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 4:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 5:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 6:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 7:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	2,318	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	3,818
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM	2,318	4,000	0	0	0	0	0	0	0	0		0	4,000	2,500	3,818

FY 2003 Scenario A Request Agency Goal Totals

Econ Growth	0
Democracy	4,000
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2003 Scenario A Account Distribution (DA only)

DA Program Total	4,000
CSD Program Total	0
TOTAL	4,000

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Washington and Overseas Workforce Tables

USAID/Panama End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	1						1	2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	1	0	0	0	0		1	2	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens	2.5						0.5	3							0	3
FSNs/TCNs	11.5						4.5	16	1	2	12				15	31
Subtotal	14	0	0	0	0		5	19	1	2	12	0	0	0	15	34
Total Direct Workforce	15	0	0	0	0		6	21	1	2	12	0	0	0	15	36
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	15	0	0	0	0		6	21	1	2	12	0	0	0	15	36

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Washington and Overseas Workforce Tables

Org End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	1					1		2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	1	0	0	0	0	1	0	2	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens	2.5					0.5		3							0	3
FSNs/TCNs	11					4		15	1	2	9				12	27
Subtotal	13.5	0	0	0	0	4.5	0	18	1	2	9	0	0	0	12	30
Total Direct Workforce	14.5	0	0	0	0	5.5	0	20	1	2	9	0	0	0	12	32
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	14.5	0	0	0	0	5.5	0	20	1	2	9	0	0	0	12	32

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Washington and Overseas Workforce Tables

Org End of year On-Board								Total SO/SpO Staff							Total Mgmt.	Total Staff
FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2		Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
OE Funded: 1/																
U.S. Direct Hire	1						1	2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	1	0	0	0	0		1	2	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens	2.5						0.5	3							0	3
FSNs/TCNs	11						4	15	1	2	9				12	27
Subtotal	13.5	0	0	0	0		4.5	18	1	2	9	0	0	0	12	30
Total Direct Workforce	14.5	0	0	0	0		5.5	20	1	2	9	0	0	0	12	32
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	14.5	0	0	0	0		5.5	20	1	2	9	0	0	0	12	32

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Washington and Overseas Workforce Tables

Org _____ End of year On-Board								Total SO/SpO Staff							Total Mgmt.	Total Staff
FY 2003 Request	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2		Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
OE Funded: 1/																
U.S. Direct Hire	1						1	2							0	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	1	0	0	0	0	1	0	2	0	0	0	0	0	0	0	2
Program Funded 1/																
U.S. Citizens	2.5						0.5	3							0	3
FSNs/TCNs	11						4	15	1	2	9				12	27
Subtotal	13.5	0	0	0	0	4.5	0	18	1	2	9	0	0	0	12	30
Total Direct Workforce	14.5	0	0	0	0	5.5	0	20	1	2	9	0	0	0	12	32
TAACS								0							0	0
Fellows								0							0	0
IDs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	14.5	0	0	0	0	5.5	0	20	1	2	9	0	0	0	12	32

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USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission:	PANAMA
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Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004

Senior Management				
SMG - 01	1	1	1	
Program Management				
Program Mgt - 02				
Project Dvpm Officer - 94	1	1	1	
Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60				

Total	2	2	2	0
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GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.

RUDOs: do not forget to include those who were in UE-funded RUDO positions.

remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0		0.0			0.0			0.0			0.0
11.5	FNDH	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0.0		0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	548.8		548.8	358.4		358.4	286.3		286.3	286.3		286.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 11.8	548.8	0.0	548.8	358.4	0.0	358.4	286.3	0.0	286.3	286.3	0.0	286.3
12.1	Personnel benefits				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	46.9		46.9	26.4		26.4	26.4		26.4	26.4		26.4
12.1	Cost of Living Allowances	0.0		0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances	0.0		0.0			0.0			0.0			0.0
12.1	Quarters Allowances	0.0		0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits	4.7		4.7	2.0		2.0	1.0		1.0	1.0		1.0
12.1	FNDH Benefits				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0		0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	0.0		0.0			0.0			0.0			0.0
12.1	US PSC Benefits	0.0		0.0			0.0			0.0			0.0
12.1	FN PSC Benefits				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	14.9		14.9	16.0		16.0	12.0		12.0	12.0		12.0
12.1	Other FN PSC Benefits	2.5		2.5	4.5		4.5	2.5		2.5	2.5		2.5
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 12.1	69.0	0.0	69.0	48.9	0.0	48.9	41.9	0.0	41.9	41.9	0.0	41.9
13.0	Benefits for former personnel				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0.0		0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0		0.0			0.0			0.0			0.0
13.0	FN PSCs				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	99.2		99.2	72.7		72.7	0.0		0.0	0.0		0.0

OPERATING EXPENSES

Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Other Benefits for Former Personnel - FN PSCs	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 13.0	99.2	0.0	99.2	72.7	0.0	72.7	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	18.8		18.8	16.8		16.8	15.0		15.0	15.0		15.0
21.0	Mandatory/Statutory Travel				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	4.5		4.5			0.0			0.0			0.0
21.0	Assignment to Washington Travel	0.0		0.0			0.0			0.0			0.0
21.0	Home Leave Travel	6.0		6.0			0.0	8.0		8.0	8.0		8.0
21.0	R & R Travel	0.0		0.0	4.8		4.8			0.0			0.0
21.0	Education Travel	2.0		2.0	2.0		2.0			0.0			0.0
21.0	Evacuation Travel	1.3		1.3	2.0		2.0	1.3		1.3	1.3		1.3
21.0	Retirement Travel	0.0		0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel	0.0		0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel	0.0		0.0			0.0			0.0			0.0
21.0	Operational Travel				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
21.0	Site Visits - Mission Personnel	4.8		4.8	4.8		4.8	4.8		4.8	4.8		4.8
21.0	Conferences/Seminars/Meetings/Retreats	4.5		4.5	6.5		6.5	4.5		4.5	4.5		4.5
21.0	Assessment Travel	0.0		0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel	0.0		0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0		0.0			0.0			0.0			0.0
21.0	Recruitment Travel	0.0		0.0			0.0			0.0			0.0
21.0	Other Operational Travel	9.2		9.2	9.2		9.2	9.2		9.2	9.2		9.2
	Subtotal OC 21.0	54.1	0.0	54.1	49.1	0.0	49.1	45.8	0.0	45.8	45.8	0.0	45.8
22.0	Transportation of things				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	42.0		42.0			0.0			0.0			0.0
22.0	Home Leave Freight	2.0		2.0	0.0		0.0	3.0		3.0	3.0		3.0
22.0	Retirement Freight	0.0		0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	0.0		0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 22.0	44.0	0.0	44.0	0.0	0.0	0.0	3.0	0.0	3.0	3.0	0.0	3.0
23.2	Rental payments to others				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	62.7		62.7	62.7		62.7	65.8		65.8	65.8		65.8
23.2	Rental Payments to Others - Warehouse Space	11.0		11.0	11.0		11.0	11.0		11.0	11.0		11.0
23.2	Rental Payments to Others - Residences	72.0		72.0	72.0		72.0	75.0		75.0	75.0		75.0
	Subtotal OC 23.2	145.7	0.0	145.7	145.7	0.0	145.7	151.8	0.0	151.8	151.8	0.0	151.8
23.3	Communications, utilities, and miscellaneous charges				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	24.0		24.0	27.6		27.6	27.6		27.6	27.6		27.6
23.3	Residential Utilities	12.0		12.0	13.8		13.8	13.8		13.8	13.8		13.8

TABLE PANAMA03R2B_OE

OPERATING EXPENSES

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Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	Telephone Costs	22.0		22.0	25.0		25.0	25.0		25.0	25.0		25.0
23.3	IT Software Leases	0.0		0.0			0.0			0.0			0.0
23.3	IT Hardware Lease	0.0		0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing	0.0		0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)	0.0		0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4
23.3	Courier Services	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
	Subtotal OC 23.3	61.4	0.0	61.4	69.8	0.0	69.8	69.8	0.0	69.8	69.8	0.0	69.8
24.0	Printing and Reproduction	5.5		5.5	5.5		5.5	5.5		5.5	5.5		5.5
	Subtotal OC 24.0	5.5	0.0	5.5	5.5	0.0	5.5	5.5	0.0	5.5	5.5	0.0	5.5
25.1	Advisory and assistance services				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0.0		0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services	31.8		31.8	16.0		16.0	16.0		16.0	16.0		16.0
25.1	Engineering & Technical Services	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 25.1	31.8	0.0	31.8	16.0	0.0	16.0	16.0	0.0	16.0	16.0	0.0	16.0
25.2	Other services				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	4.6		4.6	4.6		4.6	4.6		4.6	4.6		4.6
25.2	Residential Security Guard Services	0.0		0.0			0.0			0.0			0.0
25.2	Official Residential Expenses	0.0		0.0			0.0			0.0			0.0
25.2	Representation Allowances	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
25.2	Non-Federal Audits	0.0		0.0			0.0			0.0			0.0
25.2	Grievances/Investigations	0.0		0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees	1.7		1.7	1.5		1.5	1.5		1.5	1.5		1.5
25.2	Vehicle Rental	0.0		0.0			0.0			0.0			0.0
25.2	Manpower Contracts	0.0		0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services	0.0		0.0			0.0			0.0			0.0
25.2	Recruiting activities	0.0		0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments	0.0		0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	1.8		1.8	2.3		2.3	2.3		2.3	2.3		2.3
25.2	Staff training contracts	20.0		20.0	20.0		20.0	16.2		16.2	20.0		20.0
25.2	IT related contracts	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 25.2	28.6	0.0	28.6	28.9	0.0	28.9	25.1	0.0	25.1	28.9	0.0	28.9
25.3	Purchase of goods and services from Government accounts				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	29.3		29.3	39.0		39.0	37.2		37.2	30.0		30.0
25.3	All Other Services from Other Gov't. accounts	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 25.3	29.3	0.0	29.3	39.0	0.0	39.0	37.2	0.0	37.2	30.0	0.0	30.0
25.4	Operation and maintenance of facilities				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
25.4	Office building Maintenance	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
25.4	Residential Building Maintenance	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5
	Subtotal OC 25.4	5.5	0.0	5.5	5.5	0.0	5.5	5.5	0.0	5.5	5.5	0.0	5.5
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	4.5		4.5	6.0		6.0	6.0		6.0	6.0		6.0
25.7	Storage Services	0.0		0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	4.0		4.0	4.6		4.6	4.6		4.6	4.6		4.6
25.7	Vehicle Repair and Maintenance	4.5		4.5	5.0		5.0	5.0		5.0	5.0		5.0
25.7	Residential Furniture/Equip. Repair and Maintenance	3.9		3.9	3.5		3.5	3.0		3.0	3.0		3.0
	Subtotal OC 25.7	16.9	0.0	16.9	19.1	0.0	19.1	18.6	0.0	18.6	18.6	0.0	18.6
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	25.2		25.2	16.8		16.8	15.5		15.5	15.5		15.5
	Subtotal OC 26.0	25.2	0.0	25.2	16.8	0.0	16.8	15.5	0.0	15.5	15.5	0.0	15.5
31.0	Equipment				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	5.0		5.0	3.0		3.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.	0.0		0.0	4.0		4.0			0.0	3.0		3.0
31.0	Purchase of Vehicles	0.0		0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles	0.0		0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment	0.0		0.0			0.0			0.0			0.0
31.0	IT Hardware purchases	0.0		0.0	10.0		10.0			0.0			0.0
31.0	IT Software purchases	0.0		0.0	10.3		10.3	3.0		3.0	3.4		3.4
	Subtotal OC 31.0	5.0	0.0	5.0	27.3	0.0	27.3	3.0	0.0	3.0	6.4	0.0	6.4
32.0	Lands and structures				Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0		0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings	0.0		0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings	0.0		0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office	0.0		0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities	0.0		0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

OPERATING EXPENSES

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Org. Title: USAID/PANAMA Org. No: 525 OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	1,170.0	0.0	1,170.0	902.7	0.0	902.7	725.0	0.0	725.0	725.0	0.0	725.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>1,170.0</u>		<u>902.7</u>		<u>725.0</u>
Exchange Rate Used in Computations	<u>US\$</u>	<u>PAR</u>	<u>US\$</u>	<u>PAR</u>	<u>US\$</u> <u>PAR</u>

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 14.9 14.9 16.0 12.0

Organization: USAID/PANAMA 525

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	14.9	11.6	26.5	13.0	19.3	32.3	12.0	22.2	34.2
Withdrawals	33.1	35.0	68.1	33.8	11.2	45.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate N/A _____

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate N/A _____

Cost of Controller Operations

Org. Title: USAID/PANAMA Org. No: 525 OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	69.2		69.2	69.9		69.9	70.8		70.8	70.8		70.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	69.2	0.0	69.2	69.9	0.0	69.9	70.8	0.0	70.8	70.8	0.0	70.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	1.3		1.3	1.4		1.4	1.5		1.5	1.5		1.5
12.1	Other FN PSC Benefits	0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	1.5	0.0	1.5	1.6	0.0	1.6	1.7	0.0	1.7	1.7	0.0	1.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0

Cost of Controller Operations

Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	3.0		3.0	2.0		2.0	2.0		2.0	2.0		2.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	3.2		3.2	3.2		3.2	3.2		3.2	3.2		3.2
	Subtotal OC 21.0	6.2	0.0	6.2	5.2	0.0	5.2	5.2	0.0	5.2	5.2	0.0	5.2
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	8.0		8.0	8.4		8.4	8.4		8.4	8.4		8.4
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0
	Subtotal OC 23.2	8.0	0.0	8.0	8.4	0.0	8.4	8.4	0.0	8.4	8.4	0.0	8.4
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	2.7		2.7	3.7		3.7	3.5		3.5	3.5		3.5
23.3	Residential Utilities			0.0			0.0			0.0			0.0

Cost of Controller Operations

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Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	Telephone Costs	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3	Courier Services	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
	Subtotal OC 23.3	5.7	0.0	5.7	6.7	0.0	6.7	6.5	0.0	6.5	6.5	0.0	6.5
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0.0			0.0			0.0			0.0
25.2	Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0
25.2	IT related contracts			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	1.4		1.4	1.4		1.4	1.4		1.4	1.4		1.4
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	1.4	0.0	1.4	1.4	0.0	1.4	1.4	0.0	1.4	1.4	0.0	1.4
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Cost of Controller Operations

Org. Title: USAID/PANAMA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 525		Dollars			Dollars			Dollars			Dollars		
OC		TF			TF			TF			TF		
49	25.4 Office building Maintenance			0.0			0.0			0.0			0.0
	25.4 Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	25.6 Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
	25.7 IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
	25.7 Storage Services			0.0			0.0			0.0			0.0
	25.7 Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	25.7 Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
	25.7 Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	25.8 Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	26.0 Supplies and materials	0.8		0.8	0.8		0.8	0.8		0.8	0.8		0.8
	Subtotal OC 26.0	0.8	0.0	0.8	0.8	0.0	0.8	0.8	0.0	0.8	0.8	0.0	0.8
	31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
	31.0 Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
	31.0 Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
	31.0 Purchase of Vehicles			0.0			0.0			0.0			0.0
	31.0 Armoring of Vehicles			0.0			0.0			0.0			0.0
	31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
	31.0 IT Hardware purchases			0.0			0.0			0.0			0.0
	31.0 IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
	32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
	32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
	32.0 Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
	32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
	32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	42.0 Claims and indemnities			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Cost of Controller Operations

Org. Title: USAID/PANAMA Org. No: 525 OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	92.8	0.0	92.8	94.0	0.0	94.0	94.8	0.0	94.8	94.8	0.0	94.8

Additional Mandatory Information

Dollars Used for Local Currency Purchases	92.8		94.0			
Exchange Rate Used in Computations	US\$	PAR	US\$	PAR		

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal: 1.3 1.4 1.5

Accessing Global Bureau Services Through Field Support and Buy-Ins							
Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
Panama Sustainably Manages the Canal Watershed and Buffer Areas	936-5839 Environmental Education and Communication (GreenCom)	High	5 years	750		750	
SpO Momentum Toward Fairer and Faster Justice Established in Panama	932-001 Management Science for Development	High	18 months	795		---	
GRAND TOTAL.....				1,545		750	

* For Priorities use high, medium-high, medium, medium-low, low

USAID/Panama
525-005 Revised U.S. Financing Tables

U.S. Financing (In thousand of dollars)			
Program: Panama			
Title and Number: Momentum Toward Fairer and Faster Justice Established, 525-005			
	Obligations	Expenditures	Unliquidated
Through September 30, 1999	0 DA	0 DA	0 DA
	0 CDS	0 CSD	0 CSD
	0 ESF	0 ESF	0 ESF
	0 SEED	0 SEED	0 SEED
	0 FSA	0 FSA	0 FSA
	0 DFA	0 DFA	0 DFA
Fiscal Year 2000	0 DA	0 DA	
	0 CSD	0 CSD	
	1,000 ESF	0 ESF	
	0 SEED	0 SEED	
	0 FSA	0 FSA	
	0 DFA	0 DFA	
Through September 30, 2000	0 DA	0 DA	0 DA
	0 CSD	0 CSD	0 CSD
	1,000 ESF	0 ESF	1,000 ESF
	0 SEED	0 SEED	0 SEED
	0 FSA	0 FSA	0 FSA
	0 DFA	0 DFA	0 DFA
Prior Year Unobligated Funds	0 DA		
	0 CSD		
	0 ESF		
	0 SEED		
	0 FSA		
	0 DFA		
Planned Fiscal Year 2001 NOA	0 DA		
	0 CSD		
	996 ESF		
	0 SEED		
	0 FSA		
	0 DFA		
Total Planned Fiscal Year 2001	0 DA		
	0 CSD		
	996 ESF		
	0 SEED		
	0 FSA		
	0 DFA		
		Future Obligations	Est. Total Cost
Proposed Fiscal Year 2002 NOA	0 DA	0 DA	0 DA
	0 CSD	0 CSD	0 CSD
	4,000 ESF	4,000 ESF	9,996 ESF
	0 SEED	0 SEED	0 SEED
	0 FSA	0 FSA	0 FSA
	0 DFA	0 DFA	0 DFA

USAID/PANAMA
525-004 Revised U.S. Financing Tables

U.S. Financing (In thousand of dollars)			
Program: Panama			
Title and Number: Panama Sustainably Manages the Canal Watershed and Buffer Areas, 525-004			
	Obligations	Expenditures	Unliquidated
Through September 30, 1999	0 DA	0 DA	0 DA
	0 CDS	0 CSD	0 CSD
	0 ESF	0 ESF	0 ESF
	0 SEED	0 SEED	0 SEED
	0 FSA	0 FSA	0 FSA
	0 DFA	0 DFA	0 DFA
Fiscal Year 2000	3,500 DA	6 DA	
	0 CSD	0 CSD	
	0 ESF	0 ESF	
	0 SEED	0 SEED	
	0 FSA	0 FSA	
	0 DFA	0 DFA	
Through September 30, 2000	3,500 DA	6 DA	3,494 DA
	0 CSD	0 CSD	0 CSD
	0 ESF	0 ESF	0 ESF
	0 SEED	0 SEED	0 SEED
	0 FSA	0 FSA	0 FSA
	0 DFA	0 DFA	0 DFA
Prior Year Unobligated Funds	0 DA		
	0 CSD		
	0 ESF		
	0 SEED		
	0 FSA		
	0 DFA		
Planned Fiscal Year 2001 NOA	3,700 DA		
	0 CSD		
	0 ESF		
	0 SEED		
	0 FSA		
	0 DFA		
Total Planned Fiscal Year 2001	3,700 DA		
	0 CSD		
	0 ESF		
	0 SEED		
	0 FSA		
	0 DFA		
		Future Obligations	Est. Total Cost
Proposed Fiscal Year 2002 NOA	4,500 DA	18,000 DA	29,700 DA
	0 CSD	0 CSD	0 CSD
	0 ESF	0 ESF	0 ESF
	0 SEED	0 SEED	0 SEED
	0 FSA	0 FSA	0 FSA
	0 DFA	0 DFA	0 DFA

SUPPLEMENTAL INFORMATION ANNEXES

INFORMATION ANNEX: ENVIRONMENTAL IMPACT

Pursuant to 22 CFR 216.2(c)(2)(I), the following activities to be implemented during FY 2001 have been given a “Negative Determination with Conditions” and will require a Supplemental IEE in the event it becomes apparent that an adverse impact on the environment may occur as a result.

As determined in the Environmental Threshold Decision LAC-IEE-0040 (Revised LAC-IEE-95-27):

- **Solid Waste Management activities:** This component consists mostly of technical assistance and training, support for concession arrangements for solid waste services, the operation of a pilot liquid waste facility, development of clean production regulations in the poultry, pork and non-metallic mining sectors. Planned pilot activities are related to recycling. A supplementary IEE will not be required since the development of medical waste or landfill activities will not be implemented at this time.

As determined in Environmental Threshold Decision LAC-IEE-0037 (Revised LAC-IEE-91-48):

- **Community development in the PCW through reforestation, agroforestry, sustainable agriculture and ecotourism:** This consists of technical assistance and training, drafting of management plans for all PCW protected areas, preparation and implementation of signs and interpretation plans for protected areas, assessment of existing environmental micro-enterprise activities in the PCW, promotional materials and support of co-management arrangements. A supplementary IEE will not be required for agriculture (reforestation, agroforestry, sustainable agriculture) as no activities will be implemented during the fiscal year. Neither for existing micro-enterprise development as only an assessment on the condition of existing environmental micro-enterprises in the PCW will be implemented. As determined in LAC-IEE-0037, a Supplemental IEE on tourism development activities will be required and submitted as it involves infrastructure (implementation of sign and interpretation plans that include signs, kiosks and other infrastructure).

Current Mission activities are in compliance with requirements under 22 CFR 216, - Initial Environmental Assessments and Environmental Analysis.

**USAID/Panama Climate Change Program
Narrative – FY2000**

I. Increased Participation in the UNFCCC

A. Policy Advances Supporting the UNFCCC

FY2000 - none reported.

FY2001- Through the USAID/Panama-USAID/Washington-financed Panama Climate Initiative (PanCI), we expect the government of Panama to adopt a resolution on carbon marketing.

B. Increased Capacity to Meet Requirements of the UNFCCC

FY2000 - In November 99, USAID/Panama, in conjunction with USAID/G-CAP, provided technical assistance to Fundacion Panameña de Servicios Ambientales (Panama Environmental Services Foundation or FUPASA) to develop administrative procedures (reported in 2000-2002 R4). FUPASA is the organization in charge of carbon sequestration project promotion and certification in Panama. USAID/Panama sponsored two seminars (May 00) to build awareness of climate change opportunities for the private sector. USAID/Panama sponsored a September 00 seminar by Thomas Black on Climate Change Opportunities. USAID/Panama provided technical assistance to the Board of Directors of FUPASA through appointment of USAID contractor as a technical advisor to the board.

FY2001 - USAID/Panama, in conjunction with UNDP provided technical assistance and funding for the Climate Forum (October 2000) including providing a speaker on vulnerability to climate change in the water resources sector. USAID/Panama provided technical assistance to the board of directors of FUPASA through appointment of USAID contractor as a technical advisor to the board. In addition, workshops and technical assistance through the PanCI will increase the capacity of Panama to participate in the UNFCCC. Specific activities will be training in the Markal Macro modeling system and training in marketing Panama as a provider of carbon offset services.

II. Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities, and Natural Resources Management

A. Land Use/Forestry Management Activities

FY2000 - USAID/Panama has provided training and technical assistance for institutional strengthening for the Inter-institutional Commission for the Canal Watershed (CICH). This assistance will lead to better management of this 550,000 hectares watershed. The watershed contains significant tracts of rain forest (>140,000 ha). USAID/Panama has also actively supported an ecological monitoring program in the Canal Watershed that has collected data on biomass, forest cover, species composition, etc. This information was used by a third party to develop a pre-feasibility study for a \$30 million climate change conservation proposal.

USAID/Panama has also supported management of the five existing national parks in the watershed. Thirdly, USAID/Panama's agro-forestry program has been actively supporting agro-forestry activities in 324 hectares.

FY2001- USAID/Panama is continuing work to strengthen the CICH so that Panama can better manage the watershed. The ecological monitoring program has continued, providing information with which to improve management. USAID/Panama continues to sponsor technical assistance and training to support park management

B. Policy Advances

FY2000 – none reported

FY2001 – Through the PanCI draft regulations will be proposed for regarding the creation of private reserves (that could assist carbon sequestration projects)

C. Public and Private Funding Leveraged

FY2000 – none reported

FY2001 – USAID will continue to work on co-management of national parks and other reserves, generating private sector interest and financing for better land management.

D. Institutional Capacity Strengthened

FY2000 - Through appointment of an USAID/Panama-funded contractor as a technical advisor to the Board of Directors of FUPASA, USAID has helped FUPASA in program development and in the identification of priorities. USAID/Panama, through its natural resources management program has provided technical assistance and training that have strengthened the ability of Panama to preserve and increase carbon stock in the land use sector. Specific activities include training in agro-forestry and park protection. USAID/ Panama, in coordination with USAID/Washington, sponsored training on carbon marketing for a private sector reforestation business.

FY2001 – PanCI training and technical assistance activities will continue to strengthen the ability of Panamanian institutions to participate in projects in the land use-land use change and forestry sector. Specific activities will include land use change modeling and technical assistance in project development and project evaluation. Reduced Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas Energy Sector, Industrial, and Urban Activities.

FY2000 - In June and July of 2000, USAID/Panama provided clean production “audit-lights” in two cement plants, three metal finishing operations, and two tanneries. These audit-lites identified ways to reduce energy consumption and environmentally damaging emissions (including of carbon dioxide). At least one of the metal finishing operations has already instituted process changes based on the USAID intervention.

FY2001 - In December of 2000, USAID/Panama provided clean production “audit-lights” to seven pork farms, three chicken processing plants, and four non-metallic mining operations. These audit-lites identified ways to reduce energy consumption and environmentally damaging emissions (including of carbon dioxide and methane). The audits were followed by an awareness building seminar that reached more than thirty companies in these sectors.

A. Policy Advances

FY2000 - USAID/Panama supported introduction of a clean production resolution that was issued by the national environmental authority. This resolution created an Inter-Institutional Technical Committee to address industry specific measure to implement clean production. The first three industries chosen were cement, tanneries, and electroplating.

FY2001 - USAID/Panama supported the work of an Inter-Institutional Technical Committee to address industry specific measure to implement clean production. With USAID assistance this Committee made recommendations to the federal government on ways to incorporate clean production into the regulatory process.

B. Public and Private Funding Leveraged

FY2000 - none reported.

FY2001 – In FY2000 the National Environmental Authority requested assistance from USAID in the Clean Production arena as they were waiting for IDB loans/grants to be developed and approved. Multi-lateral Investment Fund approved a \$1 million dollar non-reimbursable loan to Panama that will build on USAID/Panama work with the government and private sector in clean production. An IDB-funded loan fund for clean production activities has also been proposed.

C. Institutional Capacity Strengthened

FY2000 - Through appointment of an USAID/Panama-funded contractor as a technical advisor to FUPASA, USAID has helped FUPASA in program development and in the identification of priorities.

FY2001 – Training and technical assistance under the PanCI will strengthen the ability of Panamanian institutions to participate in projects in energy and industrial sector. Specific activities will include Markal-macro economic modeling of sectoral carbon project opportunities, and technical assistance in project development and project evaluation.

III. Reduced Vulnerability to the Threats Posed by Climate Change

FY2000 - USAID/Panama’s canal watershed program should bring benefits to reduce vulnerability of the water supply for the Panama Canal watershed to climate change. Benefits should accrue in the Urban/Infrastructure category (the watershed provides potable water supply for 1.3 million people, and water supply for the canal), as well as to biodiversity and forest

conservation. Activities in institutional strengthening, monitoring, natural resources management, and local government and private sector environmental capacity building all helped reach this goal.

FY2001 – USAID/Panama’s watershed management program will continue to reduce the vulnerability of the water supply of the Panama Canal watershed to climate change. Better management will mean lower vulnerability. USAID/Panama, in conjunction with UNDP provided technical assistance and funding for the Climate Forum (October 2000) including providing a speaker on vulnerability to climate change in the water resources sector

IV. Other Climate Change Activities

In coordination with Panamanian partners, USAID/Panama submitted a proposal for \$220,000 from USAID/Washington through its Climate Chance Incentive Fund. This Panama Climate Initiative consists of three elements: 1) Institutional strengthening of FUPASA, 2) Fomenting carbon sequestration projects in the Land Use Land Use Change and Forestry sector, and 3) Improving Panama’s Capacity to Develop Cost-effective Carbon Mitigation Strategies. The Panama Climate Initiative was funded for \$220,000 from USAID/Washington funds, \$140,000 in USAID/Panama funds and cost sharing from both the Panamanian private sector and the government. Panama Climate Initiative activities will occur in FY2001 and FY2002.

FY00 Climate Change Reporting Guidance - Data Tables

Please fill in the YELLOW cells to complete the table.

Table 1.0 - Background Information

Country, Region, Office, or Program Reporting:	Panama
Name of person(s) & IR Teams completing tables:	
Name #1:	Hal Cardwell, Nilka Varela
SO Team Name and number1:	Panama Sustainable Manages the Canal Watershed
Contact information	
Address (1):	USAID, Unit 0949
City, Address Codes:	APO, AA, 34002
Telephone number:	507-263-6011
Fax number:	507-264-0104
Email address:	Hcardwell@usaid.gov, Nvarela@usaid.gov
Other relevant information:	

FY00 Reporting Units participating in the Climate Change Initiative

AFR/SD – CARPE	LAC/RSD
AFR/SD – FEWS	Lithuania
Albania	Macedonia
Armenia	Madagascar
Bangladesh	Malawi
Bolivia	Mali
Brazil	Mexico
Bulgaria	Moldova
CEE Regional	Mozambique
Central America (G-CAP)	Nepal
Central Asia Republics	Nicaragua
East Asia Environmental Initiative	NIS Regional
Ecuador	Panama
EGAD	Paraguay
Egypt	Peru
G/ENV/EET	Philippines
G/ENV/ENR	Poland
G/ENV/GCC	RCSA
G/ENV/UP	Romania
Georgia	Russia
Guatemala	South Africa
Guinea	South Asia Regional Initiative
Honduras	Uganda
India	Ukraine
Indonesia	US-AEP

Please fill in the YELLOW cells to complete the table.

TABLE 1.1

Result 1: Increased Participation in the UNFCCC

Indicator 1: Policy Development Supporting the Framework Convention on Climate Change

PLEASE SEE DEFINITIONS BELOW

Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Sub-total (number of policy steps achieved):	0	0	0			
TOTAL (number of policy steps achieved):			0			

Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
Adaptation	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
Emissions inventory	Detailed listing of GHG sources and sinks.
Growth Baselines	An approach that would link countries' emissions targets to improvements in energy efficiency.
Joint Implementation (JI)	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
Mitigation	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
National Climate Change Action Plan	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Support for joint implementation activities	1	3	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4	CN-23-222
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities	3	1	USAID/Panama provided training to government, NGO and private sector officials through an August 00 seminar by Thomas Black on climate change opportunities. USAID/Panama also sponsored two seminars on climate change opportunities for the private sector in May 00. USAID/Panama, in conjunction with USAID/G-CAP provided technical assistance in developing administrative procedures for FUPASA.	1	
Support for Vulnerability and Adaptation Activities					
Technical Assistance to the Panamanian Foundation in charge of Carbon trading.		1	Technical advisor to the Board of Directors of FUPASA - the Foundation in charge of Panama's participation in the carbon market	1	
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	3	2			

Please fill in the YELLOW cells to complete the table.

TABLE 2.1

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss

Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks

PLEASE SEE DEFINITIONS BELOW

		Location			Indicator 1			Indicator 2 Area where USAID has conserved carbon (hectares)			Additional information you may have (see codes below)	SO Number for Activity	CN/TN Number for Activity	Justification for Including Site
USAID Activity Name		Country	Region, Province, or State	Site	Principal Activities (see codes below)	Area where USAID has initiated activities (hectares)	Predominant Vegetation type (Codes below)	Indicator 2a	Pedominant Managed Land Type (Codes Below)	Indicator 2b				
								Natural eco- systems		Managed lands				
Ex	Tapajos National Forest Project	Brazil	Para	Tapajos National Forest	1	595,000	A	595,000			1, 2, 3, 5	1	CN-23-222	Site of Tapajos project was included on the basis of demonstrated progress in forest conservation and resulting carbon sequestration benefits.
					2	5,000	A		3	400				
1	PMCC Ecological Monitoring Program, MARENA program, EPIQ policy work	Panama	Panama	Panama Canal Watershe d	1	550,000	b	550,000	4		1,2,3,4,5	1		The Panama Canal Watershed has been the site of an intensive USAID-funded ecological monitoring program. The PCW has also been the focus of work in protected areas by USAID, and of environmental policy work.
					4		b		2					
2														
Total area (hectares):						#REF!	Total area:	#REF!	Total area:	#REF!				

Note: If you need to list more than 45 individual entries in this table, please create a second copy of this spreadsheet, following the instructions at bottom.

Codes for Land Use and Forestry Sector Indicators										
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:		
1	Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest	H	Tropical grassland and pasture	1	Agricultural systems: Less than 15% of the area under trees	1	Maps Geo-referenced site coordinates Biomass inventory Rainfall data Soil type data	
2	Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest	I	Temperate grassland and pasture	2	Agroforestry systems : Greater than 15% of the area under trees			
3	Afforestation/reforestation/ plantation forests	C	Temperate evergreen forest	J	Tundra and alpine meadow	3	Plantation Forests: At least 80% of the area under planted trees			
4	Agroforestry	D	Temperate deciduous forest	K	Desert scrub	4	Protected areas			
5	Sustainable agriculture	E	Boreal forest	L	Swamp and marsh					
		F	Temperate woodland	M	Coastal mangrove					
		G	Tropical open forest / woodland	N	Wetlands					
		O	Mediterranean forest / Vegetation							

Definitions: Natural Ecosystems	
Natural Ecosystems	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for “natural areas” (2a) and “managed areas” (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> - tree inventorying, marking and mapping; - careful planning and marking of skidder trails; - vine cutting prior to harvest, where appropriate; - directional felling of trees; - appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to - proper road and log deck construction; - a trained work force and implementation of proper safety practices; - fire mitigation techniques (fire breaks); - existence of a long-term management plan. <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been “certified” as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
Agroforestry	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
Reforestation/ Afforestation	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
Sustainable Agriculture	<p>Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural</p> <ul style="list-style-type: none"> - no-tillage or reduced tillage - erosion control/soil conservation techniques, especially on hillsides - perennial crops in the system - higher crop yields through better nitrogen and soil management - long-term rotations with legumes - the use of organic mulches, crop residues and other organic inputs into the soil - better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the

Please fill in the YELLOW cells to complete the table.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE DEFINITIONS BELOW		Enter the number of separate steps for each measure					
Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning							
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas							
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)							
Sub-total(number of policy steps achieved)		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

TABLE 2.4

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions

PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	\$572,800		3.3	TN-556-27
Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		\$1,700,000	3.3	CN-23-222
Total:			\$0	\$0		

Definitions: Funding Leveraged

Direct Leveraged Funding	<p>Funding leveraged directly in support of current USAID activities and programs, including:</p> <ul style="list-style-type: none"> - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated); - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated); - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	<p>Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.</p>

Please fill in the YELLOW cells to complete the table.

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	Number of Institutions Strength-ened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
NGOs	1	FUPASA (Panamanian Environmental Services Foundation)	1	
Private Institutions	1	Futuro Forestal - training activity in conjunction with USAID/G/ENV	1	
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	2			

Please fill in the YELLOW cells to complete the table.

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Advancing sustainable forest management	1	3	Presentation of nursery & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning					
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas					
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Agroforestry training	12		USAID/Panama agroforestry activities in 1999-2000 included at least 12 training events and agroforestry or reforestation of 324.4 acres according to a report on field visits to MARENA projects conducted by Fundacion Natura.	1	
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	12	0			

Please fill in the YELLOW cells to complete the table.

TABLE 3.1											
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas											
Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)											
PLEASE SEE FUEL TYPE CODES BELOW	3.1 A - CO2 Emissions avoided through renewable energy activities			3.1 B - CO2 emissions avoided through end use energy efficiency improvements			3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)			SO number for Activity	CN/TN Number for Activity
	3.1A: MW-h produced in electricity generation	3.1A: BTU's produced in thermal combustion	3.1A: Fuel type replaced (use codes)	3.1B: MW-h saved	3.1B: BTU's saved in thermal combustion	3.1B: Fuel type saved (use codes)	3.1C: MW-h saved	3.1C: BTU's saved in thermal combustion	3.1C: Fuel type saved (use codes)		
Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Power Sector Retrofits							912,733		T	2.1	CN-120-97
Totals:	0	0		0	0		0	0			

PLEASE SEE FUEL TYPE CODES BELOW	3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity)				3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture	SO number for Activity	CN/TN Number for Activity
	3.1D: MW-h produced in electricity generation	3.1D BTUs produced in thermal combustion	3.1D Old fuel type (use codes)	3.1D New fuel type (use codes)	3.1E: Tonnes of methane	3.1F: Tonnes of nitrous oxide		
Clean Fuels Program	4,551		H	FF			2	CN-120-97
Municipal Landfill Proj.					450		2	CN-120-97
Sust. Ag. & Devt. Proj.						575	2	CN-120-97
Totals:	0	0			0	0		

Codes for Fuel Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
		Secondary fuels/ products	AA
	BB		Coke oven/gas coke
	CC		Coke oven gas
Gaseous Fossil		DD	Blast furnace gas
		EE	Natural gas (dry)
		FF	Solid biomass
Biomass		GG	Liquid biomass
		HH	Gas biomass

Please fill in the YELLOW cells to complete the table.

TABLE 3.3

Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes	N	1	1	1	Mission supported introduction of a clean production resolution that was issued by the national environmental authority. This resolution created a InterInstitutional Technical Committee to address industry specific measure to implementation clean production. The first three industries chosen were cement, tanneries, and electroplating.	1	
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Sub-total (number of policy steps achieved):		1	1	1			
Total (number of policy steps achieved):				3			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
Clean production Audit-light in cement, metal finishing, and tanneries	7	1	1	
Total:	7	1		

Please fill in the YELLOW cells to complete the table.

TABLE 3.5						
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas						
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98, called the Renewables for Economic Devt Proj.	\$120,000	\$2,500,000	2	CN-577-92
Clean Production	MIF/BID					
Total:			\$0	\$0		

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 3.6a

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

Indicator 6a: Increased Capacity to Address Global Climate Change Issues

Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
NGOs	1	FUPASA (Panamanian Environmental Services Foundation)		
Private Institutions				
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	1			

Please fill in the YELLOW cells to complete the table.

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Example: Use of renewable energy technologies	1	3	Developed sustainable markets for renewable energy technologies. Over 200 renewable energy systems installed. Training for utilities, government officials, NGOs. Study on renewable energy applications completed.	2.4	CN-577-92
Improved demand-side management or integrated resource planning					
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers					
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)					
Introduction of cleaner modes of transportation and efficient transportation systems					
Use of cogeneration					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

Please fill in the YELLOW cells to complete the table.

Table 4								
Result 4: Reduced Vulnerability to the Threats Posed by Climate Change								
Indicator: USAID Programs that Reduce Vulnerability to Climate Change								
PLEASE SEE DEFINITIONS BELOW								
Key Area	Country	Budget	Duration	Type of Program (see codes below)	Description	SO Name	SO Number for Activity	CN/TN Number for Activity
Example:	ii South Africa	\$1,200,000	FY96-FY99	3	Technical assistance to Rand Water Board to address water resources planning for water shortages	Increased Access to Environmentally Sustainable Housing and Urban Services for the HDP	SO6	
i	Panama	4.5 million		1	Our canal watershed program should bring benefits to reduce vulnerability of the water supply for the Panama Canal watershed to climate change. Benefits should accrue in the Urban/Infrastructure category (potable water supply for 1.3 million people, and water supply for the canal), as well as to biodiversity and forest conservation.	Panama Sustainably Manages the Canal Watershed and Buffer Areas	1	

	Key Area Codes	Definitions	Codes for Type of Programs
Coastal Zones	i	Number of programs that are reducing the vulnerability of coastal populations, infrastructure, habitats and living resources to accelerated sea level rise or other environmental changes associated with climate change (e.g., water availability, resource availability, temperature).	1. Urban/Infrastructure
			2. Natural Resource
Emergency Preparedness	ii	Number of programs that are increasing ability to cope with and minimize the damage from natural disasters (e.g., drought, famine, disease outbreaks) through surveillance, early warning, emergency preparedness, capacity building, etc.	1. Early Warning System
			2. Humanitarian Response
			3. Capacity Building
Agriculture & Food Security	iii	Number of programs that are increasing adaptability and resilience of agriculture and food systems to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., crop diversification, water conservation and delivery, flexible market and trade systems).	1. Research and Development
			2. Policy Reform
			3. Extension/ Demonstration
Biodiversity/Natural Resources	iv	Number of programs that are increasing the adaptability of natural ecosystems and levels of biodiversity to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., establishment of biological corridors, habitat conservation, preservation of ex situ germplasm).	1. Preservation of Biodiversity
			2. Forest Conservation
Human Health and Nutrition	v	Number of programs that are reducing vulnerability to climate change through improved access to and quality of health services, vector control, nutrition and environmental health interventions.	1. Improved Quality of Health Services
			2. Vector Control
			3. Improved Nutrition

Updated Results Framework

SO: Panama Sustainably Manages the Canal Watershed and Buffer Areas

Overall Indicator No. 1: Land Use in the PCW Compatible with the Approved Regional Land Use Plan

Overall Indicator No. 2A: Institutional Arrangements for Sustainable Watershed Management Recognized by key PCW Stakeholders (residents)

Overall Indicator No. 2B: Institutional Arrangements for Sustainable Watershed Management recognized by key PCW stakeholders

IR 1 Institutional Arrangements for Effective Management Functioning

Indicator No. 1.1: Actions taken by the Inter-Institutional Commission for the Canal Watershed (CICH) on strategies, policies, programs and projects that could affect the PCW

Indicator No. 1.2: Environmental monitoring of the PCW is Institutionalized

IR-2 Natural Resources in the PCW and Buffer Areas Managed Effectively

Indicator No. 2.1: Management of new and existing protected areas strengthened

Indicator No. 2.2: Management practices for sustainable agriculture supported by PCW stakeholders

Indicator No. 2.3 Ecotourism supported by key PCW stakeholders

IR-3 Civil Society Actively Supporting Sustainable Management of PCW

Indicator No. 3.1: Environmental NGOs reach sustainability

Indicator No. 3.2: NGOs make an impact on the PCW and buffer areas

IR-4 Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased

- Indicator No. 4.1: Residents in the PCW and buffer areas served according to integrated solid waste management plans
- Indicator No. 4.2: Local governments have environmental action plans that conform with the Regional Plan
- Indicator No. 4.3: Industries implementing policy or process changes that result in improved environmental practices

SpO: Momentum Toward Fairer and Faster Justice Established in Panama

IR-1 Criminal Court Systems Functioning More Effectively

- Indicator No. 1.1: Pilot project for incrementing the use of alternative to imprisonment as a sentence for administrative misdemeanors fully implemented.

IR-2 Commercial Court Systems Functioning More Effectively by Demonstrating the Effectiveness of the ADR

- Indicator No. 2.1: Pilot project for increasing the use of Alternative Dispute Resolution (ADR) mechanisms in the Panamanian courts fully implemented.

IR-3 Increased Public Pressure for Judicial Sector Reform

- Indicator No. 3.1: A coalition of NGOs is actively advocating improvement in administration of justice.

IR-4 Improved Collaboration between Investigators and Prosecutors (ICITAP)

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been

- * support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- * support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- * institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- * a variety of types of capacity-building (e.g., financial accountability and sustainability, management and leadership, service delivery, political advocacy, technical expertise) is being supported.

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the general policy environment or improving the policy-making process. An IR that refers to the strengthening of a body of people who work together is actually organizational development not institutional, even if the IR says "institutions strengthened". The Judiciary i

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

Institutional and Organizational Development
USAID/Panama

Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
Y	525-001	Overall Indicator 2A		Institutional arrangements for sustainable watershed management recognized by key PCW stakeholders (residents)	Y		
Y	525-001	SO Overall Indicator		Institutional arrangements for sustainable watershed management recognized by key PCW stakeholders	Y		Y
Y	525-001	IR 1	Institutional Arrangements for Effective Management Functioning	1.1: Actions taken by the Inter-Institutional Commission for the Canal Watershed (CICH) on strategies, policies, programs and projects that could	Y		
				1.2: Environmental monitoring of the PCW is institutionalized	Y		
Y	525-001	IR 2	Natural Resources in the PCW and Buffer Areas Managed Effectively	2.1: Management of new and existing protected areas strengthened	Y		
				2.2: Management practices for sustainable agriculture supported by PCW stakeholders	Y		
Y	525-001			2.3 Ecotourism supported by key PCW stakeholders	Y		
Y	525-001	IR 3	Civil Society Actively Supporting Sustainable Management of PCW	3.1: Environmental NGOs reach sustainability areas			Y
							Y
Y	525-001	IR 4	Local government and private sector capacity for environmental management in PCW and buffer areas increased	4.1: Residents in the PCW and buffer areas served according to integrated solid waste management plans	Y	Y	Y
				4.2: Local governments have environmental action plans that conform with the Regional Plan	Y		
				4.3: Industries implementing policy or process changes that result in improved environmental		Y	
Y	525-002	IR 1	Criminal court systems functioning more effectively	1.1 Pilot project for increasing the use of alternatives to imprisonment as a sentence for administrative misdemeanors fully implemented	Y		
Y	525-002	IR 2	Commercial court systems functioning more effectively	2.1 Pilot project for increasing the use of Alternative Dispute Resolution (ADR) mechanisms in the Panamanian courts fully implemented	Y		
Y	525-002	IR 3	Increased public pressure for judicial sector reform	3.1 A Coalition of NGOs is actively advocating improvement in administration of justice			Y
Public sector, private for profit, and private non-profit							
Codes:							
Y - Yes							
N - No							

ATTACHMENT

Panama FY01-03R4 P80 COVER ATTACHMENT.DOC

USAID/PANAMA

PERFORMANCE MONITORING CONTROLS

1. Reporting

For the FY 2001-2003 R4, USAID/Panama will report on the following indicators.

SO:

- Overall Indicator No. 2A
- Overall Indicator No. 2B
- IR Indicator No. 1.1
- IR Indicator No. 1.2
- IR Indicator No. 4.1
- IR Indicator No. 4.2

SpO:

- IR Indicator No. 1.1
- IR Indicator No. 2.1
- IR Indicator No. 3.1

2. Data Quality of Performance Monitoring System

During a three-week period beginning in late February through mid-March of this year, an audit was performed to determine the data quality of the performance indicators for the Strategic Objective. As a result, a draft report prepared by the auditors has recommended that USAID/Panama assess the data quality of all performance indicators reported in its 2001 R4 or, in lieu of that, to disclose: (1) why they were not assessed; (2) the resulting limitations in data quality; and (3) a timeframe for assessing the data. A second recommendation is that USAID finalize its current draft performance monitoring plan ensuring precisely defined performance indicators, including units of measurement and collection methodologies. A third and final recommendation is that the performance indicator IR No. 2.1, "Management of new and existing protected areas strengthened," be revised for greater definition, clarity of unit of measurement and data collection methods.

To date, USAID/Panama has taken preliminary actions toward compliance with these recommendations as follows:

- (1) The Mission has reviewed the definitions of the SO indicators contained in its PMP and revised all for greater precision, except IR No. 2.1 which is a special case requiring additional time and effort. The indicators reported in this R4 meet the data quality standards established in ADS 201.3.4.13. Data limitations, if any, are not apparent at this time. As

part of the process of finalizing the PMP, the Mission will examine old indicators, not only those reported here, for potential or actual limitations.

- (2) The Mission has revised and clearly established collection schedules for Overall Indicators No. 2A and 2B
- (3) An on-going assessment will establish baseline data, identify sources and address data quality for IR indicators No. 3.1 and No. 3.2. This effort will be completed by June 30, 2001.

IR Indicator No. 2.1 was developed initially by The Nature Conservancy and adapted for use in Panama. Its value lies in the fact that it is used throughout Central America and lends itself to regional comparisons. It is an index that uses 35 different criteria. However, as indicated by the auditors not all of the criteria are objectively verified. USAID/Panama will use a subset of the criteria to produce an objectively verifiable index for reporting purposes. The original configuration will continue to be used for internal and regional comparison purposes. This effort will be completed by June 30, 2001.

Once these activities are completed, the Mission will finalize its Performance Monitoring Plan, which will be completed by July 31, 2001.

ATTACHMENT II

This attachment contains the range of Performance Data Tables reflected in USAID/ Panama's Performance Monitoring Plans for the SO and SpO. It is included here for reference purposes by our virtual team members in LAC/CEN, LAC/RSD, LAC/SPO, G/ENV, PPC/PC, BHR/PVC, G/PDSP, G/WID and G/DG in lieu of a final PMP. The final PMP is scheduled to be completed by July 31, 2001.

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
SO OVERALL INDICATOR No. 1: Land use in the PCW compatible with the approved Regional Land Use Plan.			
UNIT OF MEASURE: • Percentage of land area in conformance with the Regional Plan	YEAR	PLANNED	ACTUAL
	1997 Baseline		55
	2000	63	63
	2003	69	
	2006	75	
SOURCE: • Inter-Oceanic Regional Authority (ARI) • National Environment Authority (ANAM) • Contractor reports			
INDICATOR/DESCRIPTION: • Percentage of land use (measured in hectares) which is compatible with the Regional Land Use Plan. Compatible refers to land uses that meet the technical criteria for inclusion under one of the six land-use categories defined in the Regional Land Use plan.			
COMMENTS: The Regional Land Use Plan, approved by Law 21 in 1997, the framework for land use decision-making in the PCW, covers the 374,000 hectares (including lakes and rivers), in the Inter-oceanic Region (IOR) and establishes six major categories of land use. We use data on conformance of land use for the entire IOR instead of its subset, the 326,000 ha. PCW, because (a) data are more readily available, (b) the Regional Plan addresses the entire IOR, and (c) conformance over the entire IOR is assumed to reflect conformance in the PCW. The indicator value for the 1997 baseline reported here (55%) differs slightly from that reported in the Strategic Plan (57%) due to an earlier arithmetic error. (see memo to the file by Hal Cardwell dated March 8, 2001.) We estimated the figure for 2000 based on records at ARI and reports on the integrity of national parks from ANAM. Reliable measurement of this indicator is very costly requiring satellite photography as was done for the 1997 baseline and only reflect major changes in vegetation. USAID will provide assistance to ARI to develop target and measurement plans for implementation of the Regional Plan. We will continue to work with counterparts to develop less costly, overall annual indicators and expect to focus on measures of siltation adjusted for rainfall.			

Performance Data Table

STRATEGIC OBJECTIVE: Panama Sustainably Manages the Canal Watershed and Buffer Areas

APPROVED: 01/14/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

SO OVERALL INDICATOR No. 2A: Institutional arrangements for sustainable watershed management recognized by key PCW stakeholders (residents)

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> Percentage awareness of key institutional arrangements by PCW residents 	2000		Baseline* 34
SOURCE: Targeted survey of: Questionnaire survey administered by GreenCOM subcontractors to a random sample of 500 residents of the watershed.	2001	38	
INDICATOR DESCRIPTION: <i>Key PCW Stakeholders</i> are defined for this indicator to be PCW residents. The values shown in the table represent the mean score of correctly identified institutional arrangements out of the total of 12. Awareness of institutional arrangements was gauged by ability of interviewees to identify the specific GOP institutions responsible for each of 12 critical aspects of PCW management, including sound solid waste management, management of protected areas, and safeguarding of water quality, among others.	2002	42	
COMMENTS: *The data tables for Overall Indicator 2 reflect new baseline and target values resulting from a much-improved survey of stakeholders in response to concerns from USAID-Washington as well as from within USAID-Panama about the 1998 indicator measurement. The new indicator measurement is more reliable, more repeatable, more representative of our program, simpler, and less costly to measure. It will provide an efficient way of assessing changes in attitudes and practices of PCW stakeholders throughout the life of the Strategy. The survey of PCW residents was administered to a scientifically selected, random sample of the residents of the Panama Canal Watershed. The sample was developed based on the census districts defined for Panama's Year 2000 census. This survey will be repeated annually.	2003	45	
	2004	48	
	2005	49	
	2006	50	

Performance Data Table

STRATEGIC OBJECTIVE: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 01/14/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

SO OVERALL INDICATOR No. 2B: Institutional arrangements for sustainable watershed management recognized by key PCW stakeholders.

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> Percentage awareness of key institutional arrangements by mid-level staff of the eight organizations making up the Inter-Institutional Commission (CICH): six government agencies (PCA, ANAM, MIDA, ARI, MIVI, Gobierno y Justicia) and two non-governmental organizations (CARITAS and Fundacion NATURA). 	2000		Baseline* 64
SOURCE: Questionnaire survey administered by GreenCOM subcontractors to 150 mid-level managers. See memo dated February 23, 2001 from Jose Ignacio Mata to the SO Team explaining the definition of mid-level staff in operational detail.	2001	68	
INDICATOR DESCRIPTION: <i>Key PCW Stakeholders</i> are defined for this indicator to be mid-level representatives of the eight member organizations of the CICH. (Note that this includes both government and non-governmental organizations.) Mid-level managers were defined to be "the one who is in charge or functions as the head of a department or unit." The values shown in the table represent the mean score of correctly identified institutional arrangements out of the total of 12. Awareness of institutional arrangements was gauged by ability of interviewees to identify the specific GOP institutions responsible for each of 12 critical aspects of PCW management, including solid waste collection, management of protected areas, and safeguarding of water quality, amongst others.	2002	72	
	2003	72	
	2004	80	
	2005	80	
COMMENTS: *The data tables for Overall Indicators 2A and 2B reflect new baseline and target values resulting from a much-improved survey of stakeholders in response to concerns from USAID-Washington as well as from within USAID-Panama about the 1998 indicator measurement. The new indicator measurement is more reliable, more repeatable, more representative of our program, simpler, and less costly to measure. It will provide an efficient way of assessing changes in attitudes and practices of PCW stakeholders throughout the life of the Strategy. The mid-level officials selected for participation are those officials considered to be most relevant to protection of the watershed. In addition to seeking a standard definition of job category that could yield an appropriate number of interviewees, this job level also offers more likelihood of stability. Consultation with these officials will be repeated in 2003 and 2006. FY2004, 2005 and 2006 planned figures remain the same since the 2005 elections and new government take office will affect progress during that period.	2006	80	

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-1): Institutional Arrangements for Effective Management Functioning			
INDICATOR No. 1.1: Actions taken by the Inter-Institutional Commission for the Canal Watershed (CICH) on strategies, policies, programs and projects that could affect the PCW			
UNIT OF MEASURE: <ul style="list-style-type: none"> ▪ Number of actions taken by the CICH <hr/> SOURCE: <ul style="list-style-type: none"> ▪ CICH and contractor reports <hr/> INDICATOR/DESCRIPTION: <p>The indicator will measure progress on number of actions taken by the CICH during the calendar year on strategies, policies, programs and projects that could affect the PCW. Approval of these actions signals that CICH is functioning in its role to coordinate and oversee activities in the PCW and achieving consensus amongst stakeholders.</p> <hr/> COMMENTS: <p>The 8-member CICH was installed in March 2000 but started formal meetings on April 25, 2000. The Executive Director took office in August 2000. During CY2000 the CICH held 7 meetings and minutes were produced for all of these.</p> <p>In December 2000, a consultant hired by IRG, the institutional contractor for IR-1 presented a report confirming the validity of the indicator.</p> <p>Subsequently, USAID staff and CICH Executive Secretary went through the minutes and concluded that the following three actions were taken by CICH in conformance with this indicator: (1) establishment of a Permanent Technical Committee (PTC), (2) approval of CICH internal operating procedures, and (3) signing of inter-institutional agreement between Ministry of Agriculture (MIDA) and the Panama Canal Authority (ACP) on land titling.</p>	YEAR	PLANNED	ACTUAL
	1999 Baseline		0
	2000	3	3
	2001	5	
	2002	8	
	2003	10	
	2004	12	
	2005	15	
	2006	18	

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-1): Institutional Arrangements for Effective PCW Management Systems Functioning			
INDICATOR No. 1.2: Environmental monitoring of the PCW is institutionalized			
UNIT OF MEASURE: <ul style="list-style-type: none"> ▪ Number of criteria met (0-8) <hr/> SOURCE: <ul style="list-style-type: none"> ▪ Contractor (Louis Berger) reports ▪ CICH reports <hr/> INDICATOR/DESCRIPTION: <p>The Environmental Monitoring of the PCW is considered institutionalized when the following eight conditions are met:</p> <ol style="list-style-type: none"> 1. Data on physical, biological and demographic parameters in the PCW are collected; 2. Content of data collection is responsive to Inter-Institutional Commission for the Canal Watershed (CICH) management needs; 3. CICH framework for data-sharing is implemented; 4. A quality control system is established for PCW monitoring data; 5. Mechanisms for data dissemination to CICH natural resource managers are operational; 6. CICH resource managers are trained to apply the information to management. 7. Panamanian sustainable funding is secured. 8. Permanent institutional homes for all necessary components of monitoring and prediction system have been secured. <hr/> COMMENTS: <p>Conditions 1, 5, and 6 are met for the year 2000. Progress has been made towards conditions 2, 3, and 4 and is being further pursued through activities under the contract with International Resources Group (IRG). For example, regarding condition 2, the year 2000 program was designed hand-in-hand with key members of the CICH (ANAM and the ACP). Progress has also been made towards conditions 7 and 8; during the year 2000, six PMCC scientists were hired as ANAM employees to continue PCW monitoring activities, while an additional two worked under the direct supervision of the ACP. Institutionalization is being further pursued through dialogue between USAID and the GOP, plus the services of an environmental monitoring expert to work with the CICH for one year coordinating institutional responsibilities for monitoring.</p>	YEAR	PLANNED	ACTUAL
	1999 Baseline		1
	2000	3	3
	2001	5	
	2002	7	
	2003	8	
	2004	8	
	2005	8	
	2006	8	

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-2): Natural Resources in the PCW and Buffer Areas Managed Effectively			
INDICATOR No. 2.1: Management of new and existing protected areas strengthened			
UNIT OF MEASURE: <ul style="list-style-type: none"> Park management index (1-5). 	YEAR	PLANNED	ACTUAL
	1998 Baseline		3.25
SOURCE: <ul style="list-style-type: none"> ANAM reports/Protected Area Management Index PCW Monitoring and Evaluation Unit reports 	1999	3.35	3.43
	2000	3.45	3.33
INDICATOR/DESCRIPTION: <p>Composite index for protected areas management in PCW, including:</p> <p>The indicator management index is composed of 35 criteria (which measure minimum protection, long-term management, long-term financing, and public participation), each with an indicator scale ranking from 1 to 5, with 1 being the lowest score and 5 the highest for a given parameter. The average of these criteria is calculated for each protected area to determine the management index.</p> <p>It includes increasing ANAM's administrative and management skills through technical assistance to: (a) strengthen technical and administrative capacity for sound protected area planning and management; (b) develop more appropriate public policy pertaining to protected areas, (c) clarify roles and responsibilities between public agencies and the private sector, (d) establish new protected areas, (e) support infrastructure needs in protected areas, (f) train staff, (g) generate alternative methods of financing, and (h) increase public and political support for environmentally sound management and biodiversity conservation.</p>	2001	3.50	
	2002	3.55	
	2003	3.60	
	2004	3.80	
	2005	3.90	
	2006	4.0	
COMMENTS: <p>From January 2001 onwards, the results for this indicator will be obtained through the ANAM-FIDECO offices' annual evaluation with park managers and PROARCA.</p>			

Performance Data Table

STRATEGIC OBJECTIVE: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 01/14/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-2): Natural Resources in PCW and buffer areas managed effectively

INDICATOR No. 2.2: Management practices for sustainable agriculture supported by PCW stakeholders

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
	2000		Baseline*
Percentage of residents of the PCW who are practicing sustainable agriculture			2.4
SOURCE: Questionnaire survey administered by GreenCOM subcontractor to a random sample of 500 residents of the watershed.	2001	3.2	
	2002	4.0	
INDICATOR DESCRIPTION: For sustainable agriculture, support was gauged by whether an interviewee reported to be using at least 4 of 7 relevant technologies, including for example organic fertilizer and terracing. The values shown in the table represent the percentage of the residents surveyed that were supporting sustainable agriculture.	2003	5.2	
	2004	6.4	
COMMENTS: *The data table reflects new baseline and target values resulting from a much-improved survey of stakeholders in response to concerns from USAID-Washington as well as from within USAID-Panama about the 1998 indicator measurement. The new indicator measurement is more reliable, more repeatable, more representative of our program, simpler, and less costly to measure. It will provide an efficient way of assessing changes in attitudes and practices of PCW stakeholders throughout the life of the Strategy.	2005	7.7	
	2006	9.0	

Performance Data Table

STRATEGIC OBJECTIVE: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS

APPROVED: 01/14/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-2): Natural Resources in PCW and buffer areas managed effectively

INDICATOR No. 2.3: Ecotourism supported by key PCW stakeholders

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
Percentage of residents of the PCW who are practicing ecotourism	2000		Baseline* 2.6
SOURCE: Questionnaire survey administered by GreenCOM subcontractor to a random sample of 500 residents of the watershed.	2001	3.9	
INDICATOR DESCRIPTION: For ecotourism, support was gauged by whether an interviewee reported to be receiving any income or other financial benefits from ecotourism activities. The values shown in the table represent the percentage of the residents surveyed that are involved with ecotourism activities.	2002	5.2	
	2003	6.5	
	2004	7.8	
COMMENTS: *The data table reflects new baseline and target values resulting from a survey of stakeholders improved in response to concerns from USAID-Washington as well as from within USAID-Panama about the 1998 indicator measurement. The new indicator measurement is more reliable, more repeatable, more representative of our program, simpler, and less costly to measure. It will provide an efficient way of assessing changes in attitudes and practices of PCW stakeholders throughout the life of the Strategy.	2005	9.1	
	2006	10.4	

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-3): Civil Society Actively Supporting Sustainable Management of PCW			
INDICATOR No. 3.1: Environmental NGOs reach sustainability			
UNIT OF MEASURE: Average number of sustainability criteria met by NGOs selected for capacity building program	YEAR	PLANNED	ACTUAL
	2001 Baseline	-	TBD
SOURCE: Cooperative Agreement Recipient's (SONDEAR) reports	2002	TBD	
	2003	TBD	
INDICATOR/DESCRIPTION: The sustainability indicator is composed of the following 14 criteria grouped in 3 categories: I. PLANNING AND POLICY CRITERIA (INSTITUTIONAL CRITERIA) 1. Board of Directors 2. Mission statement and portfolio consistency 3. Strategic planning 4. Institutional leadership 5. Human resource development policy 6. Staff Diversity II. MANAGEMENT CRITERIA 7. Management style 8. Management systems 9. Proper staffing 10. Performance monitoring system III. FINANCIAL CRITERIA 11. Financial statements 12. Budget and financial management 13. Solvency/financial vulnerability 14. Project funding Note: Complete definition of each criterion is available in IR-3 Team memorandum to the files of March 27, 2001.	2004	TBD	
	2005	TBD	
	2006	TBD	
COMMENT: A Cooperative Agreement was signed in November 2000 with a consortium led by SONDEAR in partnership with CICA, ANCON and MSI to implement an NGO capacity-building program. As part of its responsibilities, the recipient has recommended adjustments to the original set of criteria that are now reflected in this revised table. The recipient will provide the baseline and planned target figures by June 2001.			

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-3): Civil Society Actively Supporting Sustainable Management of PCW			
INDICATOR No. 3.2: NGOs make an impact on the PCW and buffer areas			
UNIT OF MEASURE: Average number of sustainability criteria met by NGOs selected for capacity building program	YEAR	PLANNED	ACTUAL
	2001 Baseline		TBD
	2003	TBD	
	2004	TBD	
	2005	TBD	
	2006	TBD	
SOURCE: ▪ Cooperative Agreement Recipient's (SONDEAR) reports			
INDICATOR/DESCRIPTION: The outreach indicator is composed of the following 7 criteria: <ol style="list-style-type: none"> 1. Public recognition 2. Engagement with community-based organizations (CBOs) 3. Relationship with GOP entities 4. Credit-worthiness 5. Networking 6. International projection 7. Interaction with communication media Note: Complete definition of each criterion is available in IR-3 Team memorandum to the files of March 27, 2001.			
COMMENTS: A Cooperative Agreement was signed in November 2000 with a consortium led by SONDEAR in partnership with CICA, ANCON and MSI to implement an NGO capacity-building program. As part of its responsibilities, the recipient has recommended adjustments to the original set of criteria that are now reflected in this revised table. The recipient will provide the baseline and planned target figures by June 2001.			

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased			
INDICATOR No. 4.1: Residents in the PCW and buffer areas served according to integrated solid waste management plans			
UNIT OF MEASURE: Number of people with access to solid waste collection services (cumulative) <hr/> SOURCE: USAID implementers (e.g., FUNDEMUN and GEMAS) in cooperation with Municipal Officials and solid waste collectors. <hr/> INDICATOR/DESCRIPTION: Estimates of number of residents served will be developed based on the number of households with access to public and private collection of solid waste in communities actively working to implement an integrated solid waste management (ISWM) plan. ISWM implies a comprehensive plan for collection, reuse (including recycling and composting) and disposal of solid waste. Because USAID/Panama's local government program works primarily at the municipal level in the smaller municipalities of the PCW (Arraijan, Chorrera, Capiira and Portobelo) the indicator will consider all residents of these municipalities in measurement. Similarly, in the larger municipalities of Panama and Colon, where USAID/Panama's local government works at the municipal subdivision known as the "corregimiento", all residents of the corregimiento will be considered. All estimates will be made on a corregimiento by corregimiento basis. <hr/> COMMENTS: USAID/Panama's local government program works with the four (4) target municipalities and with corregimientos in the large cities of Colon and Panama (the transisthmian corridor) to develop and implement integrated solid waste management (ISWM) plans to serve the residents of the PCW and buffer areas. Although four additional local governments (Buena Vista, San Juan, Nueva Providencia, and Limon) developed integrated solid waste management plans in 2000, implementation of the plans is planned for 2001. Chilibre, the local government that we reported on for 1999, has an ISWM plan and 14,362 residents are covered by solid waste collection services, but, as of December 2000, the ISWM plan was no longer being followed due to internal changes within the local government. USAID is working with this and other local governments to make existing solid waste services in the PCW long-term sustainable through ISWM plans. At present, these five local governments are the only PCW local governments with integrated Solid Waste Management Plans. The figure reported for the 1999 baseline differs by 4% from that reported in the 2000 R4 because of new information obtained from a data assessment during a February 2001 audit.	YEAR	PLANNED	ACTUAL
	1999 Baseline		14,362
	2000	30,000	0
	2001	50,000	
	2002	70,000	
	2003	95,000	
	2004	110,000	
	2005	125,000	
	2006	140,000	

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased			
INDICATOR No. 4.2: Local governments have environmental action plans that conform with the Regional Plan			
UNIT OF MEASURE: Number of local governments in the PCW that have environmental action plans that conform with the Regional Plan.	YEAR	PLANNED	ACTUAL
	1999 Baseline		1
SOURCE: ▪ USAID contractor and grantee reports, municipal decrees, and environmental plans.	2000	4	8
	2001	8	
INDICATOR/DESCRIPTION: Environmental action plans will include environmental programs and projects that are in conformance with the Regional Plan. These environmental plans may be part of an overall strategic development plan for the district. The indicator will consider environmental action plans that are produced with the active participation of local government officials or formally adopted by the municipality's Consejo Municipal. Action plans must conform to the land uses outlined in the regional plan. Because USAID/Panama's local government strengthening program works primarily at the municipal level in the smaller municipalities of the PCW (Arraiján, Chorrera, Capiá and Portobelo) the indicator will consider these municipalities in measurement. Similarly where USAID/Panama's local government program works at the lower level of the corregimiento (in the larger districts of Panama and Colon), these corregimientos will be considered.	2002	12	
	2003	14	
	2004	16	
	2005	20	
	2006	16	
COMMENTS: USAID provides support to local governments to develop environmental action plans. Although environmental action plans must conform to land uses outlined in the Regional Plan, broader environmental plans will be tracked to a) emphasize broader environmental goals with land use planning being just one part, and b) de-emphasize the importance of the Regional Plan because of recent questions on the costs and benefits of its implementation (as underscored by the pending legislation to revise the Regional Plan). Support will be provided to develop environmental units or offices in selected districts and corregimientos to implement the action plans. The 1999 actual figure was revised to reflect the slight wording change in the indicator. At the end of 1999 the corregimiento of Chilibre had an environmental action plan that conforms with the Regional Plan whereas they did not have a plan for local implementation of the Regional Plan, i.e., "an action plan for conformance with the Regional Plan" (previous wording). The seven local governments that developed action plans during calendar year 2000 with USAID assistance were the districts of Arraiján, Capiá, and La Chorrera, and the corregimientos of Buena Vista, San Juan, Limón and Nueva Providencia. The corregimiento of Escobal finished their environmental plan in January 2001. Escobal and Arraiján inaugurated environmental offices in January 2001, becoming the first local governments with offices devoted specifically to environmental issues.			

Performance Data Table

STRATEGIC OBJECTIVE No. 1: PANAMA SUSTAINABLY MANAGES THE CANAL WATERSHED AND BUFFER AREAS			
APPROVED: 01/14/00 COUNTRY/ORGANIZATION: USAID/PANAMA			
RESULT NAME (IR-4): Local Government and Private Sector Capacity for Environmental Management in PCW and Buffer Areas Increased			
INDICATOR No. 4.3: Industries implementing policy or process changes that result in improved environmental practices			
UNIT OF MEASURE: Number of industries (cumulative)	YEAR	PLANNED	ACTUAL
	1999 Baseline		0
	2000	2	4
	2001	4	
	2002	6	
	2003	8	
	2004	10	
	2005	12	
	2006	12	
SOURCE: ▪ USAID contractor reports			
INDICATOR/DESCRIPTION: The indicator will measure if at least one member of an industry (plant or company) has changed a policy or process resulting in environmental improvement as a direct result of USAID intervention. This indicator will rely heavily on self-reporting from companies that have received USAID assistance, but self-reports will be verified by USAID or its contractors. An industry will be defined broadly – e.g. cement, pork farming, chicken farming, tanneries, banking (by promoting environmentally sound investments)			
COMMENTS: This indicator is new for calendar year 2000, having been developed in response to a suggestion by USAID/Washington during the January 2000 review of the Strategic Plan. It is intended to capture the breadth (as opposed to depth) of USAID/Panama work to improve private sector capacity for environmental management. We assume that environmental success stories will be shared within industries and will result in process and practice changes. In December 2000, the InterAmerican Development Bank announced a \$1.2 million grant to Panama for this purpose, that will serve as a follow-on and reinforcement to activities initiated by USAID/Panama in CY2000. Although limited success was expected in this first year of work on clean production, audit lights in six industries, policy work, and awareness-raising seminars resulted in policy or process changes in at least eight companies in the pork farming, non-metallic mining, tannery and electroplating industries.			

Performance Data Table

SPECIAL OBJECTIVE: MOMENTUM TOWARDS FAIRER AND FASTER JUSTICE ESTABLISHED				
APPROVED: 06/05/00		COUNTRY/ORGANIZATION: USAID/PANAMA		
RESULT NAME (IR-1): Criminal court systems functioning more effectively by implementing targeted institutional reforms				
INDICATOR No. 1.1: Pilot project for increasing the use of alternatives to imprisonment as a sentence for administrative misdemeanors fully implemented.				
UNIT OF MEASURE: ▪ Yes/No		YEAR	PLANNED	ACTUAL
		2000 Baseline		No
		2001	No	
		2002	Yes	
SOURCE: ▪ Contractor reports ▪ Counterpart reports				
INDICATOR/DESCRIPTION: The pilot project is considered implemented when the basic policies and streamlined procedures are adopted, the core staff in the selected “corregiduría” and night court is trained in alternative sentencing, a public awareness activity has been initiated, and core agreements with central government and judiciary are signed.				
COMMENTS: Administrative misdemeanor is defined as an offense consisting of a violation of an administrative rule or regulation punished by imprisonment up to a year or non-imprisonment such as fine, bond, forfeiture or community service. The proposed AOJ SO was approved as a SpO with adjustments in scope and a shorter time frame for results. Responding to this, the Mission is adopting the revised IR-1 indicator, which is achievable, more realistic, and easier to track. Assessment and design of the pilot project was contracted on 5 December 2000.				

Performance Data Table

SPECIAL OBJECTIVE: MOMENTUM TOWARDS FAIRER AND FASTER JUSTICE ESTABLISHED

APPROVED: 06/05/00 COUNTRY/ORGANIZATION: USAID/PANAMA

RESULT NAME (IR-2): Commercial court systems functioning more effectively by demonstrating the effectiveness of alternative dispute resolutions (ADR)

INDICATOR No. 2.1: Pilot project for increasing the use of Alternative Dispute Resolution (ADR) mechanisms in the Panamanian courts fully implemented.

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> • Yes/No 	2000 Baseline		No
SOURCE: Targeted survey of: <ul style="list-style-type: none"> ▪ Contractor reports ▪ Counterpart reports 	2001	No	
INDICATOR DESCRIPTION: The pilot project is considered implemented when the basic policies and procedures are adopted, the core staff in a selected civil (commercial) court is trained on ADR, a methodology for replication of the model in other courts is developed, and specific actions and measures to ensure sustainability have been approved.	2002	Yes	
COMMENTS: The proposed AOJ SO was approved as a SpO with adjustments in scope and a shorter time frame for results. Responding to this, the Mission is adopting the revised IR-1 indicator, which is achievable, more realistic, and easier to track. The Mission is about to execute a task order under the ROL IQC to obtain professional services for assessment, design and implementation of a pilot project for increasing the use of ADR mechanisms in Panamanian courts. Assessment and design is expected by August 2001 and implementation is scheduled from September 2001 through August 2002.			

Performance Data Table

SPECIAL OBJECTIVE: MOMENTUM TOWARDS FAIRER AND FASTER JUSTICE ESTABLISHED

APPROVED: 06/05/00 **COUNTRY/ORGANIZATION:** USAID/PANAMA

RESULT NAME (IR-3): Increased public pressure for judicial sector reform

INDICATOR No. 3.1: A Coalition of NGOs is actively advocating improvement in administration of justice

UNIT OF MEASURE:	YEAR	PLANNED	ACTUAL
<ul style="list-style-type: none"> • Number of criteria met (cumulative) 	2000 Baseline		2
SOURCE: <ul style="list-style-type: none"> ▪ Coalition reports ▪ Contractor reports ▪ Media information 	2001	6	
INDICATOR DESCRIPTION: The following are the ten criteria that make up the indicator: <ul style="list-style-type: none"> • Coalition of NGOs established • Coalition members meet at least monthly and produce minutes • Strategic plan approved • Web page in place • An annual conference on justice reform is organized and conducted by the Coalition • At least three position papers are published annually • A newsletter is published quarterly • Coalition submits at least two proposals for policy making in the justice sector • Media uses at least three (3) presentations prepared by the Coalition per year. • Coalition participates in one (1) relevant international event per year in justice reform or modernization 	2002	10	
COMMENTS: This indicator was expanded to better reflect the institutional process for achieving the end result. It is easy to measure and be verified. Under the name " <i>Alianza Ciudadana Pro Justicia</i> " a coalition of NGOs was established in July, 2000. An annual conference took place on October 24-25, 2000 and five position papers were presented.			